

**STAFF REPORT
ACTION REQUIRED****Expanding Access, Increasing Opportunity, Building
Connections – Toronto Public Library’s Strategic Plan
2016-2019**

Date:	November 30, 2015
To:	Strategic Planning Steering Committee
From:	City Librarian

SUMMARY

The purpose of this report is to provide an overview of the priority areas, outcomes and key 2016 activities for Toronto Public Library’s Strategic Plan 2016-2019 with a summary of the results of public consultation. The priority areas describe where the Library will invest in our digital platforms, public space, collections and people, to create greater impact for residents and communities in Toronto.

To develop the plan, Toronto Public Library (TPL) conducted a detailed environmental scan and extensive public consultation beginning in April and continuing throughout December. To date, over 1,900 residents, stakeholders, and community partners have participated in the process, along with over 300 staff members and Union representatives.

As a result of this research and consultation, the six priority areas of the new plan are:

1. Advancing Our Digital Platforms;
2. Breaking Down Barriers to Access, Driving Inclusion;
3. Expanding Access to Technology and Training;
4. Establishing TPL as Toronto’s Centre for Continuous and Self-Directed Learning;
5. Creating Community Connections through Cultural Experiences;
6. Transforming for 21st Century Service Excellence.

The new strategic plan builds on TPL’s service strengths. The Strategic Plan harnesses the potential of new technologies and innovation to create greater awareness, access, and use of library services at the customer’s point of need. New offerings will include mobile and personalized services that enhance the user experience online.

The priorities align and support City strategies and directions, including TO Prosperity, Toronto’s Poverty Reduction Strategy, Toronto’s Strong Neighbourhoods 2020, the Seniors Strategy, Youth Equity Strategy and the Toronto Middle Childhood Strategy.

Key activities for 2016 with sample indicators have been identified for each of the priority areas. Transparency and accountability will be supported through regular reporting of the Library's overall results as well as progress on key activities and outcomes for the strategic plan. Next steps include creating a public-facing version of the plan; developing a communication strategy to inform residents, stakeholders, partners and funders; and incorporating the plan into the operating and budget submissions and the Toronto Public Library's Fundraising Priorities for future years.

RECOMMENDATIONS

The City Librarian recommends that the Strategic Planning Steering Committee:

1. receives the update on the consultation process to date for information as outlined in Attachment 1;
2. recommends the draft priorities, goals and outcomes to the Toronto Public Library Board for approval in December 2015 as outlined in Attachment 2;
3. recommends the draft key activities for 2016 and indicators to the Toronto Public Library Board for approval in December 2015 as outlined in Attachment 3; and
4. directs staff to create a public-facing version of the strategic plan and a communication plan for Toronto Public Library Board approval in January 2016.

FINANCIAL IMPACT

The costs of creating the strategic plan have been provided for in the 2015 operating budget. Activities requiring additional funding have been included in the 2016 operating and capital budget submission.

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

DECISION HISTORY

At its April 20, 2015 meeting, the Library Board approved the report *Creating a New Strategic Plan: 2016 – 2019*. <http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/apr20/14.pdf>

At its June 22, 2015 meeting, the Library Board approved the report *Strategic Plan 2016 - 2019: Draft Priorities and Consultation Plan*. <http://www.torontopubliclibrary.ca/about-the-library/board/meetings/2015-jun-22.jsp>

At its October 26, 2015 meeting, the Library Board approved the report *Strategic Plan 2016 - 2019: Draft Priorities, Outcomes and Results of Public Consultation to Date*.
<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/oct26/10b-spsc-strat-plan-2016-2019-draft-priorities-outcomes-results.pdf>

COMMENTS

Staff have prepared a strategic plan in accordance with the consultation process and strategy approved by the Library Board in June 2015.

Key themes of public consultation

Implementing the consultation plan, library staff conducted extensive consultation for the strategic plan as outlined in Attachment 1. Public consultation included a range of tactics and activities to ensure that residents, stakeholders, community partners, library staff and the Toronto Public Library Workers Union 4948 had opportunities to participate throughout the process. Emphasis was placed on reaching library users and non-users. Participants in the process were representative of diverse populations and age groups. In September, a survey of Toronto residents was conducted on the Toronto Public Library website, and in November, Forum Research conducted a hybrid telephone/web survey, results of which will be presented to the Library Board in December. There were numerous branch and community consultation events in TSNS 2020 neighbourhoods and library branches throughout the city.

Key ideas and themes that emerged during public consultation inform the priority areas of the strategic plan and include:

- **Enhanced digital service offerings**, with more personalized service options across traditional and new service channels
- **Equitable access to current and emerging technology**, including in-branch computers, bandwidth, WiFi, 3D printers, specialized hardware and software
- Easier and more convenient, **barrier-free access** to services and resources for branch and virtual users
- Expanded **open hours** that are responsive to the needs of users of all ages
- Taking the Library to the people, through **outreach and self-service options** in the community and online
- The Library as **community hub**, uniting neighbourhoods, offering opportunities for partnership, civic engagement, and citizen participation
- **Increased awareness of service offerings** available online and in branch, communicated on users' channel of choice
- **Diverse collections** in digital and physical formats, reflective of community needs and interests
- **Continuous lifelong learning** opportunities to support and enrich personal goals and development
- Access to programs and activities to enhance **diverse cultural experiences**, equitably available across branches and communities
- Endorsement of the Library's key role in promoting **multiple literacies** to foster inclusion and participation

These ideas and themes were expressed throughout the consultation process and were generally consistent across the various groups that participated.

Priority Areas for 2016-2019

Based on input received during the consultation process from residents and stakeholders, draft priorities were created, refined and focused. All priorities were developed to respond to issues, needs and trends identified through the environmental scan and consultation as critical to the well-being and success of Torontonians in the global knowledge economy. The priorities for the Strategic Plan 2016-2019, pending approval by the Library Board, are summarized below and included in Attachment 2.

PRIORITY #1: Advancing Our Digital Platforms

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

PRIORITY #2: Breaking Down Barriers to Access, Driving Inclusion

We will break down barriers to access so that Torontonians from all walks of life have easy, local access to library services they want and need.

PRIORITY #3: Expanding Access to Technology and Training

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

PRIORITY #4: Establishing TPL as Toronto's Centre for Continuous and Self-Directed Learning

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

PRIORITY #5: 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.

PRIORITY #6: Transforming for 21st Century Service Excellence

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.

Key Activities for 2016

To ensure that the Library progresses on the Strategic Plan, work in November focused on refining the outcomes and indicators and developing prioritized activities for 2016 as outlined in Attachment 3. Performance measures for 2015, and the results of the public residents survey, which will be reported to the Library Board in December, will help establish and refine indicators and targets for 2016 and future years.

Communication for the Strategic Plan

Upon Board approval of the plan scheduled for December, it is proposed that library staff develop a public version and communication plan to engage residents, communities,

stakeholders, partners and funders in understanding the Library's priorities and in achieving results.

Supporting Transparency and Accountability

Quarterly and annual reporting on the Library's key performance measures and strategic actions and outcomes will support transparency and accountability in achieving results. Outcomes include both quantitative and qualitative measures to ensure that library services are relevant, efficient and of high quality. In addition, the capital and operating budgets for 2017-2019, policies and service proposals before the Library Board will include a statement of how they align and support the Library's strategic priorities.

CONCLUSION

The creation of a new strategic plan is a critical strategy in delivering library services that reflect the changing needs of Toronto residents. Successful implementation of the plan will transform service delivery, build support and usage, and achieve the vision of making Toronto's residents and communities *more connected and more successful*.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Summary of Consultation
Attachment 2: Vision, Mission, Draft Priority Areas, Goals and Outcomes
Attachment 3: Draft 2016 Key Activities and Indicators



Attachment 1

Strategic Plan 2016-2019

Summary of Consultation to November 30, 2015

Target Participants	Event / Description	Date / Location	Status
Targeted User Groups	Consultation focus groups with staff with target group expertise, e.g. Middle Years Children, Older Adults & Seniors, e-Users, etc. Surveys sent by staff to targeted users.	April 24: North York Central April 28: North York Central	Completed. 15 participants 200 surveys received.
Community Partners	Stakeholder Roundtables – agencies and organizations from across the city	May 21: Fairview May 25: Runnymede May 26: Northern District	Completed. 37 participants
Mayor & Councillors	Letter launching consultation, with survey link and insert for councillors' newsletters	Sept. 2	Completed.
Residents	"Tell Us What You Think" survey for use at community events	June - August	Completed. 60 surveys received
Residents	Strategic Plan Consultation Website (information, research themes, schedule of consultation events)	Launched Sept. 2	Completed.
Residents	"Tell Us What You Think" survey in branches and on website	Sept. 2 – Oct. 7	Completed. 1,228 surveys received
Children	"Tell Us What You Think" colouring sheet for young children and comments sheet for older children, in branches and on website	Sept. 2 – Oct. 7	Completed. 47 sheets
Residents	Survey of Toronto Residents by Forum Research – telephone/online	In field Nov. 12-20	Completed.
Staff	Labour Management - consultation on environmental scan	June 18	Completed. 10 participants
Staff	Labour Relations Steering Committee - consultation on draft priorities	July 21	Completed. 10 participants
Staff	Presentation: Environmental scan and summary of consultation to date; consultation exercise	June 25: Joint Managers meeting, Northern District	Completed. 20 participants
		July 15: Area meeting, Northern District	Completed. 15 participants
Staff	Presentation: Environmental scan; summary of consultation to date;	July 2: Area meeting, York Woods	Completed. 20 participants

Target Participants	Event / Description	Date / Location	Status
	information about upcoming consultation events	July 21: Research & Reference Managers meeting, TRL	Completed. 11 participants
Staff	Presentation: Consultation update and consultation exercise	July 15: Community Outreach and Engagement Committee, North York Central	Completed. 10 participants
		Aug. 5: Circulation Policy Committee, Toronto Reference Library	Completed. 10 participants
		Sept. 8: Research & Reference Senior Staff meeting, Toronto Reference Library	Completed. 32 participants
		Sept. 10: Area Managers meeting, Toronto Reference Library	Completed. 8 participants
		Sept. 24: Area meeting, Barbara Frum	Completed. 10 participants
		Oct. 21: Area meeting, Morningside (update only)	Completed. 25 participants
		Nov. 12: Operations Supervisors bi-annual meeting, Scarborough Civic Centre	Completed. 30 participants
Staff	Three focus groups	Sept. 18: Scarborough Civic Centre Sept. 21: Bloor/Gladstone Sept. 30: Northern District	Completed. 70 participants
Library Users & Non-Users	“Branch Champion” focus groups. Seven sessions in total (one in each of the six service areas and one for the R&R libraries)	Aug. 18: Deer Park Aug. 19: Fairview Sept. 1: S. Walter Stewart Sept. 3: Weston Sept. 8: Cedarbrae Sept. 10: Brentwood Sept. 15: Northern District	Completed. 135 participants
Residents and Community Partners in Neighbourhood Improvement Areas	Focus groups at a centrally located branch location to cover the 31 NIAs. Ten sessions in total.	Sept. 28: Cedarbrae Sept. 29: Parliament Oct. 1: Flemingdon Park Oct. 6: Kennedy/Eglinton Oct. 14: Albion Oct. 15: Morningside	Completed. 100 participants

Target Participants	Event / Description	Date / Location	Status
		Oct. 20: Dawes Road Oct. 22: Jane/Sheppard Oct. 28: Parkdale Oct. 29: Mount Dennis	
Youth	Youth “Branch Champion” focus group	Oct. 17: Northern District	Completed. 50 participants
Toronto Public Library Workers Union Local 4948	Focus group	Oct. 29: Northern District	Completed. 35 participants
Friends of Toronto Public Library	Background documents with request for feedback sent to North & South Chapters and Special Collections Friends	Nov. 17 by email	Completed.
Public / Private Partners	Breakfast roundtables with representatives from the Cultural and Technology sectors	Nov. 5 & 19 Toronto Reference Library	Completed. 91 participants
City Councillors / Executive Assistants	Focus Group	Dec. 8, City Hall	In progress.
Toronto Public Library Foundation	Presentation on the new Strategic Plan to the TPLF Board	Feb. 25, TRL	Scheduled.



Read. Learn. Create. Deliver

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.

Strategic Plan 2016–2019

Expanding Access, Increasing Opportunity, Building Connections

1	ADVANCING OUR DIGITAL PLATFORMS	4	ESTABLISHING TPL AS TORONTO'S CENTRE FOR CONTINUOUS AND SELF-DIRECTED LEARNING
2	BREAKING DOWN BARRIERS TO ACCESS, DRIVING INCLUSION	5	CREATING COMMUNITY CONNECTIONS THROUGH CULTURAL EXPERIENCES
3	EXPANDING ACCESS TO TECHNOLOGY AND TRAINING	6	TRANSFORMING FOR 21ST CENTURY SERVICE EXCELLENCE

1 ADVANCING OUR DIGITAL PLATFORMS

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

GOALS

1. Remove policy barriers and redefine business processes to deliver more and better services online
2. Integrate our digital and branch platforms to provide a seamless user experience, with easy links to face-to-face support
3. Collaborate with public and private partners to drive innovation and improve service delivery
4. Create new digital tools and approaches to broaden public and user engagement.

OUTCOMES

- Torontonians have easy and convenient access to library service at their point of need
- Online and self-service transactions are easy to use and available when, where and how customers want and need them
- TPL is a leader in providing digital services with high public adoption and satisfaction levels

2 BREAKING DOWN BARRIERS TO ACCESS, DRIVING INCLUSION

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

GOALS

5. Increase membership and use by addressing barriers related to fines and fees
6. Develop targeted marketing and outreach strategies to educate and raise awareness of relevant library services at the customer's point of need
7. Increase access to in-branch services and spaces through responsive service hours and new options to expand public and community space
8. Advance State of Good Repair projects to provide welcoming, well-maintained and efficient public space.
9. Support key City of Toronto priorities and strategies including Poverty Reduction, Youth Equity, Seniors and Middle Childhood.

OUTCOMES

- Toronto residents are more aware of library services relevant to them, at their point of need
- Policy framework removes barriers to access
- Toronto residents have easy and convenient access to services
- Library open hours are responsive to community needs and usage patterns

3 EXPANDING ACCESS TO TECHNOLOGY AND TRAINING

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

GOALS

- 10.** Meet or exceed public expectations and demand for technology to support school, work and daily life
- 11.** Offer access to new and emerging technologies to support innovation, entrepreneurship and creativity
- 12.** Develop new partnerships to support access to emerging technologies, software and expertise.
- 13.** Increase access to one-on-one, group and outreach training and learning opportunities

OUTCOMES

- Torontonians have access to technology and training to support education, employment, entrepreneurship, health and wellness, government, civic engagement, and social inclusion
- TPL meets benchmarks and standards for the distribution of branch technology based on user needs
- Geographic equity of access to leading edge technology
- Public/private partnerships established to support access to emerging technologies and expertise

4 ESTABLISHING TPL AS TORONTO'S CENTRE FOR CONTINUOUS AND SELF-DIRECTED LEARNING

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

GOALS

- 14.** 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
- 15.** Build capacity to deliver elearning, and interactive distance learning services
- 16.** Support children and youth with enriched after school and out of school environments and programs for learning and discovery
- 17.** Help learners of all ages build competencies in multiple literacies

OUTCOMES

- Residents gain the knowledge, literacy skills and networks to enrich their education, work life and leisure experiences
- Participation in library learning opportunities reflects people of all ages including seniors
- Toronto residents have access to tools and instruments
- School age children and youth are better supported with enriched activities during after school hours

5 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

GOALS

- 18.** Create online and in-branch environments that connect neighbourhoods and communities, offering opportunities for partnerships, civic engagement and resident participation
- 19.** Connect creative communities with new technology to help them share their stories and cultures with other Torontonians
- 20.** Facilitate new ways for Torontonians to share their love of reading
- 21.** Build diverse collection in a variety of formats in response to changing community needs

OUTCOMES

- Toronto Public Library connects residents across the city through engaging cultural experiences
- Toronto residents have access to programs and activities to support and enhance diverse cultural experiences, especially locally and in their neighbourhoods
- TPL collections reflect the cultural interests and needs of a diverse Toronto population

6 TRANSFORMING FOR 21ST CENTURY SERVICE EXCELLENCE

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.

GOALS

- 22.** Align our organizational structure and resources to advance our strategic plan goals, including service innovation, continuous improvement and sustainability
- 23.** Leverage digital infrastructures including cloud, business intelligence and social media technologies to efficiently deliver great customer service experiences
- 24.** Empower and equip staff with the training and tools to deliver future-focused services
- 25.** Support the Toronto Public Library Foundation in achieving ambitious fundraising goals
- 26.** Cultivate staff engagement opportunities with a 360 approach to input and feedback

OUTCOMES

- Residents have improved access to world class library service and customer experiences online, in library branches and in community locations
- TPL has the staff and resources to deliver strategic outcomes
- TPL staff supported with training and resources to deliver high quality programs and services

DRAFT KEY PRIORITY	DRAFT KEY 2016 ACTIVITIES	DRAFT KEY INDICATORS
1 ADVANCING OUR DIGITAL PLATFORMS	<ol style="list-style-type: none"> 1. Digital Strategy developed and endorsed by the Board to create an excellent, integrated customer service experience online and in library branches. 2. Policy review supports the delivery of digital services 3. New user-centered online services launched for 2016 <ul style="list-style-type: none"> – Responsive Account – Borrower history and lists in response to customer demand – Online membership, registration & card renewal – Responsive mobile-friendly website – Children’s website for ages birth-5 launched with new features e.g. digital story time, or app – Content Strategy advanced to create more relevant and meaningful online experiences 	<p># of services available through the digital platform</p> <p>% increase in use of self-serve transactions including registration, renewal, fines payment, and self-service access to branches</p> <p>% increase in use of online services including econtent</p> <p>% utilization in accessing services from mobile devices</p> <p>% Torontonians who are highly satisfied with the usability and convenience of the Library’s online services</p>
2 BREAKING DOWN BARRIERS TO ACCESS, DRIVING INCLUSION	<ol style="list-style-type: none"> 4. Library’s policy on fines and fees reviewed to support equity and inclusion 5. Marketing strategy to promote children’s membership, with targeted outreach in TSNS 2020 neighbourhoods to achieve targets and outcomes 6. Refined library brand identity supports awareness, discovery and engagement across service channels 7. State of Good Repair program advanced to support accessibility, inclusion and quality of life in neighbourhoods across the city 8. Sunday service expanded to create year-round service at 6 District and 2 R&R branches, and added to 6 neighbourhood branches to provide seasonal Sunday service 9. Self-service library kiosk at Union Station and plan for self-service after hours branches ready to pilot in 2017 10. Pilot models for embedded librarianship and active resident engagement 	<p>% increase in awareness of library services in targeted demographics and neighbourhoods</p> <p>% increase in membership in targeted demographics and neighbourhoods</p> <p># of blocked cards reduced in priority neighbourhoods</p> <p># of service hours added</p> <p># of library visits increased at branches with new hours</p>

3 EXPANDING ACCESS TO TECHNOLOGY AND TRAINING

- 11.** Technology standards, benchmarks and performance standards established for in-branch technology user education programs including bandwidth, wireless, computer software, devices and laptops and incorporated into 2017 capital and operating budgets
- 12.** Launch new Digital Innovation Hubs, and four pop up learning labs available in library branches and communities across the city
- 13.** New Bookmobile extends technology, including wireless access, into communities
- 14.** Partnerships with industry technology leaders which leverage resources, increasing service quality and accessibility
- 15.** Digital hot spot lending pilot for targeted communities
- 16.** Innovative projects launched through strategic partnerships, e.g. TRL Virtual Reality Tour

4 ESTABLISHING TPL AS TORONTO'S CENTRE FOR CONTINUOUS AND SELF-DIRECTED LEARNING

- 17.** Pilot project launched with Chang School at Ryerson to expand access to business courses for professionals and the public as a model for future partnerships
- 18.** Program outcomes and standards established in key areas: Job search, entrepreneurial and mentoring networks
- 19.** Collections and resources include new online learning tools
- 20.** Plans for construction of new e-learning lab at North York Central developed
- 21.** Expansion of digital training capacity through Learning Centres
- 22.** Responsive to trends including sharing economy through projects and programs such as tool, seed, kitchen and instrument lending libraries
- 23.** After school programs offered for children and youth:
 - Youth Hubs operating at six locations: York Woods, Cedarbrae, Sanderson, Centennial, Maria A. Shchuka and Fairview
 - Camps and after school clubs for children ages 6-12 available in additional branches
- 24.** eLearning and interactive distance learning courses developed and piloted

- % increase in technology use in library branches: computers, wireless
- % user satisfaction with technology access and training
- % of branches meeting technology benchmarks and standards
- # of residents accessing technology and training through the Digital Innovation Hubs
- Utilization rate of pop up learning labs and kiosks in the community
- New partnerships established and results
- # and types of learning opportunities, online and in branches, across the city and in targeted neighbourhoods
- # and types of projects e.g. tool library and instrument lending library to participate in the sharing economy
- # and types of after school programs and camps available for children and youth
- Met target for utilization rate and user satisfaction of learning opportunities, of tool library, of instrument lending library and of after school programs

KEY PRIORITY	KEY 2016 ACTIVITIES	KEY INDICATORS
5 CREATING COMMUNITY CONNECTIONS THROUGH CULTURAL EXPERIENCES	<p>25. Branch renovations create cultural assets in local communities through outstanding people-centered architecture and design, exhibit, rehearsal, performance and work space, and with an emphasis on flexible spaces. 2016 projects include: Albion, Agincourt, Wychwood, St Clair/Silverthorn, North York Central, Dawes Road</p> <p>26. World class literary programming accessible through live streaming and interactive social media to engage new audiences and build communities of readers</p> <p>27. Access to expert literary advice, user ratings, and lists build communities of interest</p> <p>28. New and refreshed cultural partnerships increase exhibit and engagement opportunities</p> <p>29. Chinese Community Archive in development with user generated content</p> <p>30. Assist in the settlement of Syrian refugees, in partnership with government & community partners</p> <p>31. MAP Program expanded to include enriched access for students at Ryerson and U of T, and a performing arts stream to provide free access to music and theatre experiences</p>	<p>% increase in cultural programming and initiatives that increase community connections</p> <p>Reduced average wait time for print and e-books</p> <p>increase in user satisfaction with cultural programming and initiatives, selection and quality of print and e-collections, and access to collections and readers' advisory services</p>
6 TRANSFORMING FOR 21ST CENTURY SERVICE EXCELLENCE	<p>32. Organizational structure and resources realigned to support innovation and deliver on strategic plan outcomes</p>	<p>% increase in overall satisfaction with quality of library service (Annual Survey)</p>
	<p>33. Updated service delivery model to reflect future-oriented requirements for digital & branch platforms</p> <p>34. Participation in City's joint real estate redevelopment program provides increased revenue to fund state of good repair backlog</p> <p>35. Business Intelligence strategy advanced to understand and respond to customer needs</p> <p>36. Dedicated library resources to support the Toronto Public Library Foundation in achieving ambitious fundraising goals in support of strategic priorities</p> <p>37. Internal computer systems updated: Human Resources, Budgeting, Room Bookings</p> <p>38. Increase revenue with launch of new premium space rentals & promotion of community room rentals</p> <p>39. Role of the librarian redefined to deliver on key strategic outcomes: digital service delivery, technology and user education, out of school time programs, high quality lifelong learning and cultural programs, partnership development and community engagement</p> <p>40. Staff engagement activities including a survey are piloted</p> <p>41. Branch service benchmarks drive program offerings</p>	<p>% of users who rate staff as knowledgeable and helpful</p> <p>% of staff who report high levels of engagement and have the skills and training to meet public service outcomes</p> <p>Increase in revenue from premium space and underutilized community room rentals</p>