

DRAFT KEY PRIORITY	DRAFT KEY 2016 ACTIVITIES	DRAFT KEY INDICATORS
<b>1 ADVANCING OUR DIGITAL PLATFORMS</b>	<ol style="list-style-type: none"> <li>1. Digital Strategy developed and endorsed by the Board to create an excellent, integrated customer service experience online and in library branches.</li> <li>2. Policy review supports the delivery of digital services</li> <li>3. New user-centered online services launched for 2016 <ul style="list-style-type: none"> <li>– Responsive Account</li> <li>– Borrower history and lists in response to customer demand</li> <li>– Online membership, registration &amp; card renewal</li> <li>– Responsive mobile-friendly website</li> <li>– Children’s website for ages birth-5 launched with new features e.g. digital story time, or app</li> <li>– Content Strategy advanced to create more relevant and meaningful online experiences</li> </ul> </li> </ol>	<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>
<b>2 BREAKING DOWN BARRIERS TO ACCESS, DRIVING INCLUSION</b>	<ol style="list-style-type: none"> <li>4. Library’s policy on fines and fees reviewed to support equity and inclusion</li> <li>5. Marketing strategy to promote children’s membership, with targeted outreach in TSNS 2020 neighbourhoods to achieve targets and outcomes</li> <li>6. Refined library brand identity supports awareness, discovery and engagement across service channels</li> <li>7. State of Good Repair program advanced to support accessibility, inclusion and quality of life in neighbourhoods across the city</li> <li>8. Sunday service expanded to create year-round service at 6 District and 2 R&amp;R branches, and added to 6 neighbourhood branches to provide seasonal Sunday service</li> <li>9. Self-service library kiosk at Union Station and plan for self-service after hours branches ready to pilot in 2017</li> <li>10. Pilot models for embedded librarianship and active resident engagement</li> </ol>	<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
<b>5 CREATING COMMUNITY CONNECTIONS THROUGH CULTURAL EXPERIENCES</b>	<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 &amp; 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>
<b>6 TRANSFORMING FOR 21<sup>ST</sup> CENTURY SERVICE EXCELLENCE</b>	<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 &amp; 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 &amp; 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>