



Strategic Plan 2016-19 Public-Facing Key Messages

Toronto Public Library Strategic Plan 2016 – 2019

expanding **access**. increasing **opportunity**. building **connections**.

Toronto Public Library empowers Torontonians to thrive in the digital age and global knowledge economy. With expanded access to technology, lifelong learning, and diverse cultural and leisure experiences, online, in branches and in community locations, Torontonians have increased opportunities for growth and success, and stronger connections to each other and to their communities. TPL enables this by being agile, innovative, and future-focused, with the capacity and resources to deliver high-quality, customer-focused services where, when and how our customers need them. Partnerships and private sector funding will be key to the success of this plan.

The Priorities

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.

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.

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.



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.

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.

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.

The Overarching Measures of Success

1. Increased engagement with the Library by four key audiences:

Users: increase in usage and participation in key focus areas; actual and perceived value of the Library to their community

Advocates: tone/quantity/value of engagement activities, writings, social media postings, etc. about the Library

Partners: # of partnerships in areas of strategic focus; actual and perceived value of TPL collaborations to partner organizations, including government, cultural and educational institutions, businesses

Funders: increase in funding by private sector and government to enable achievement of identified strategic initiatives

2. Value of increased access, opportunity and connections made through the Library to the City of Toronto as a whole.

access.

The Need

The fast pace of busy urban life has put time at a premium, and with changing patterns of work, study and school, Torontonians find it increasingly challenging to access service and participate in daily life. A barrier-free, personalized and customized omni-channel environment to access services, do transactions, and engage with others is no longer a “nice-to-have” but a “must-have”, especially for the more isolated and vulnerable residents of Toronto.

Easy access to educational, social and cultural resources and experiences is also not always available equally across the city, creating a success gap and limiting opportunities for people of all ages and at various stages of their lives.

The Outcome

Easy, local, convenient access

To a broad range of library collections and services

Where, when and how Torontonians of all ages need and want them

And an exceptional customer experience at every point of need

The Difference

- Fewer policy barriers and improved business processes to deliver more and better service online – e.g. membership, registration and card renewal
- Expanded branch hours, including more Sunday service
- Introduction of Pop-Up Learning Labs (PULLs) at branches & in communities across the city
- Responsive, mobile-friendly website
- Self-serve library kiosks and after-hours access at branches
- Increased awareness, discovery and engagement across library channels
- Easier access that is free, local, and available regardless of ethnicity, age, gender, sexuality, income, education or geography

The Measure of Success

Over four years:

- % increase in Library membership and use in targeted demographics, and neighbourhoods and services
- % users reporting that library technology, collections and services are convenient and easy to access
- Barriers to access identified and reduced, including awareness, location, service hours and channel

2016:

- # of services available through the Library's digital platforms
- % increase in use of online services including e-content
- # of service hours added
- % increase in overall satisfaction with quality of library service

opportunity.

The Need

Despite living in one of Canada's richest cities, many Toronto residents do not have equal economic, educational, health and social opportunities that are so critical to achieving prosperity, advancement and overall well-being. Access to information and pathways to learning can be "great equalizers" and are foundations for lifelong success. In the 21st century, access to opportunity is increasingly dependent on access to online information and services, current and emerging technologies, social connections, and supports for lifelong and self-directed learning.

The Outcome

Expanded access to current and emerging technology; new experiential, collaborative, and e-learning opportunities; and safe after school social and learning environments for children and youth

To help reduce the digital divide; expand Toronto's knowledge, skills, and networks; and engage learners of all ages

So that all Torontonians have the opportunity to reach their potential and achieve educational and life success

The Difference

- More digital innovation spaces and programs
- Internet hotspot lending
- New partnerships to deliver eLearning and distance learning programs and new online learning tools
- After school programs, camps and Youth Hubs available in more locations across the city

The Measure of Success

Over four years:

- Number and type of new learning opportunities offered through the Library
- # of residents reporting that TPL technology, training and learning experiences helped them to advance educational, employment and personal goals
- Impact of learning experiences at TPL on the city as a whole

2016:

- Utilization rate of relevant programs/services
- % of branches meeting technology benchmarks and standards
- % increase in user satisfaction with technology access and training
- Met target for user satisfaction with learning opportunities
- # and types of after school programs and camps available for children and youth

connections.

The Need

In today's busy, tech-dominated, omni-channel environment, people are expressing a growing feeling of isolation and an erosion of cross-cultural understanding, as they search for ways to come together to share information, ideas and experiences. This dearth of opportunities for meaningful connections is adversely affecting personal well-being, civic involvement, community engagement and overall social cohesion. And with cultural literacy an essential skill for success in a diverse, global society and creative economy, it is key that Torontonians have easy equitable access to local cultural opportunities that reflect the rich diversity of heritage and experiences across the city.

For businesses and technology, social and cultural organizations, a constrained funding outlook is driving innovation and collaboration, with a particular emphasis on partnerships both within and across industries and communities.

The Outcome

Vibrant, welcoming physical and virtual public spaces that act as community hubs

Connecting people with people, people with community, community with community, and the city as a whole

Through engaging cultural, creative, social and leisure experiences and opportunities

That are animated and facilitated by library staff, community partners and collaborators

To foster social inclusion and an appreciation of Toronto's vibrancy and diversity.

The Difference

- 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.
- World class literary programming accessible through livestreaming and interactive social media
- Access to expert literary advice, user ratings, and lists
- New and refreshed cultural partnerships that increase exhibit and engagement opportunities



The Measure of Success

Over four years:

- Utilization rate of physical and virtual library space
- Satisfaction with physical and virtual library space
- % of residents reporting they feel more connected to their community through TPL programs and services
- Residents reporting that a connection to an experience, person, or community made through the Library was valuable to them
- Impact of cultural experiences at TPL for Toronto
- Total number of partnerships, including existing ones maintained and extended

2016:

- % increase in cultural programming and initiatives that increase community connections
- Reduced average wait time for print and e-books
- % increase in user satisfaction with programs, selection and quality of print and e-collections, and access to collections and readers' advisory services
- # of new partnerships established