

KEY PRIORITY	KEY 2016 ACTIVITIES	KEY INDICATORS
<b>1 ADVANCING OUR DIGITAL PLATFORMS</b>	<b>1.</b> Digital Strategy developed and endorsed by the Board to create an excellent, integrated customer service experience online and in library branches.	<b>#</b> of services available through the digital platform
	<b>2.</b> Policy review supports the delivery of digital services	<b>%</b> increase in use of self-serve transactions including registration, renewal, fines payment, and self-service access to branches
	<b>3.</b> 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>	<b>%</b> increase in use of online services, including econtent
		<b>%</b> utilization in accessing services from mobile devices
<b>2 BREAKING DOWN BARRIERS TO ACCESS, DRIVING INCLUSION</b>		<b>%</b> Torontonians who are highly satisfied with the usability and convenience of the Library’s online services
	<b>4.</b> Library’s policy on fines and fees reviewed to support equity and inclusion	<b>%</b> increase in awareness of library services in targeted demographics and neighbourhoods
	<b>5.</b> Marketing strategy to promote children’s membership, with targeted outreach in TSNS 2020 neighbourhoods to achieve targets and outcomes	<b>%</b> increase in membership in targeted demographics and neighbourhoods
	<b>6.</b> Refined library brand identity supports awareness, discovery and engagement across service channels	<b>#</b> of blocked cards reduced in priority neighbourhoods
	<b>7.</b> State of Good Repair program advanced to support accessibility, inclusion and quality of life in neighbourhoods across the city	<b>#</b> of service hours added
	<b>8.</b> 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	<b>#</b> of library visits increased at branches with new hours
	<b>9.</b> Self-service library kiosk at Union Station and plan for self-service after hours branches ready to pilot in 2017	
	<b>10.</b> Pilot models for embedded librarianship and active resident engagement	

### 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

- % 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

### 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

- # 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

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### 5 CREATING COMMUNITY CONNECTIONS THROUGH CULTURAL EXPERIENCES

- 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
- 26. World class literary programming accessible through livestreaming and interactive social media to engage new audiences and build communities of readers
- 27. Access to expert literary advice, user ratings and lists, build communities of interest
- 28. New and refreshed cultural partnerships increase exhibit and engagement opportunities
- 29. Chinese Community Archive in development with user generated content
- 30. Assist in the settlement of Syrian refugees, in partnership with government & community partners
- 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

- % increase in cultural programming and initiatives that increase community connections
- Reduced average wait time for print and e-books
- 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

### 6 TRANSFORMING FOR 21<sup>ST</sup> CENTURY SERVICE EXCELLENCE

- 32. Organizational structure and resources realigned to support innovation and deliver on strategic plan outcomes
- 33. Updated service delivery model to reflect future-oriented requirements for digital & branch platforms
- 34. Participation in City's joint real estate redevelopment program provides increased revenue to fund state of good repair backlog
- 35. Business Intelligence strategy advanced to understand and respond to customer needs
- 36. Dedicated library resources to support the Toronto Public Library Foundation in achieving ambitious fundraising goals in support of strategic priorities
- 37. Internal computer systems updated: Human Resources, Budgeting, Room Bookings
- 38. Increase revenue with launch of new premium space rentals & promotion of community room rentals
- 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
- 40. Staff engagement activities including a survey are piloted
- 41. Branch service benchmarks drive program offerings

- % increase in overall satisfaction with quality of library service (Annual Survey)
- % of users who rate staff as knowledgeable and helpful
- % of staff who report high levels of engagement and have the skills and training to meet public service outcomes
- Increase in revenue from premium space and underutilized community room rentals