



## STAFF REPORT FOR ACTION

12.

### Toronto Public Library's Transformed Brand Promise and Visual Identity System

<b>Date:</b>	January 21, 2019
<b>To:</b>	Toronto Public Library Board
<b>From:</b>	City Librarian

#### **SUMMARY**

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The purpose of this report is to describe how Toronto Public Library (TPL) will introduce its transformed brand promise and visual identity system to staff and the public in 2019 as part of its broader Customer Experience rollout, and request the Toronto Public Library Board's approval for this approach.

The work done to transform the Library's brand promise and visual identity system was part of a comprehensive Customer Experience transformation design process (*Toronto Public Library Experience 360 or TPLX360*) that was approved by the Board as part of the 2016-2017, and 2018-2019 Strategic Plan workplans. The *TPLX360* process began in September 2017 and involved extensive community engagement and consultation, creative development and design, and an integrated rollout strategy for the transformed brand promise and visual identity system, as part of its broader Customer Experience strategy. This work will also inform the development of the Board's next strategic plan for 2020-2024.

TPL's Customer Experience strategy, brand framework and visual identity have been designed to support the priorities identified through the consultations. The new visual identity system will also address many functional requirements that the current visual identity does not, including: greater functionality on digital platforms and with new media formats; more personalization of services; and greater visibility and discoverability of the growing range of programs, services and spaces the Library offers.

A presentation will be made at the Board meeting that will include the introduction of TPL's new visual identity system.

## **RECOMMENDATIONS**

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**The City Librarian recommends that the Toronto Public Library Board:**

1. approves the approach described in this report to introduce Toronto Public Library staff and the public to TPL's transformed brand promise and visual identity system as part of the broader Customer Experience rollout.

## **FINANCIAL IMPACT**

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The cost for the *TPL Experience 360* project was \$206,250 over two years and had no financial impact beyond what was already approved in the 2017 and 2018 budgets.

The rollout of the Customer Experience strategy, including the new brand promise and visual identity system, will be based on a zero-waste approach, and will have no financial impact beyond what has been included in the 2019 operating budget submission.

The Director, Finance and Treasurer has reviewed this financial impact statement and agrees with it.

## **ALIGNMENT WITH STRATEGIC PLAN**

The transformation of TPL's brand promise and visual identity system is part of the Library's Customer Experience strategy and supports the Library's strategic priorities to break down barriers to access and transform for 21<sup>st</sup> century service excellence.

## **EQUITY IMPACT STATEMENT**

The transformation of the Library's customer experience, brand promise and visual identity system provides a positive impact on equity-seeking groups by providing the Library with the tools to help educate and raise awareness of relevant library services to these groups, and to break down their barriers to accessing those services. The *TPLX360* process has been highly inclusive and participatory, with a focus on accessibility for all. The process and the final design of the visual identity system were independently and positively evaluated by OCADU's Inclusive Design Research Centre.

*"Our assessment of the project is that it has proceeded using exemplary inclusive design process and protocols, leading to a strong inclusive and accessibility focus that will ensure the TPL identity system as developed will be extensible and resilient over time."*

*- Dr. Robert Luke, Vice President, Research and Innovation, OCADU*

## DECISION HISTORY

As part of the 2016-2017 strategic plan workplan, the Board approved refining the library brand identity to support awareness, discovery and engagement across service channels.

At its December 14, 2015 meeting, the Toronto Public Library Board approved the report *Expanding Access, Increasing Opportunity, Building Connections – Toronto Public Library’s Strategic Plan 2016-2019*, including the 2016 work plan for the Strategic Plan (Item 6) *a refined library brand identity*.

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/dec14/10c-spsc-strategic-plan-2016-2019.pdf>

At its June 2018 meeting, the Board received a presentation that provided them with an update on the *TPLX360* project, which included the reporting of results of customer, staff and stakeholder consultations and workshops that informed the development of the Library’s transformed customer experience, brand promise and visual identity system.

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2018/jun18/18-tpl-experience-360-update.pdf>

At its December 2018 meeting, the Board received a presentation that provided them with an update on the Library’s Customer Experience strategy and brand framework, and on how the transformed brand promise and visual identity system will support these key strategic initiatives of the Library.

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2018/dec10/16-tpl-experience-360-presentation.pdf>

## ISSUE BACKGROUND

During the consultation process for TPL’s 2016-2019 Strategic Plan, the Library heard from its customers that their needs and expectations are evolving, and that they like the work that the Library does, but not always how it does it. They told TPL that they want easier, more convenient ways to access library services across multiple channels – online, in branch and through mobile technology – and they want more personalized service to suit their needs and interests. To address these customer needs, the Library committed to transform for 21<sup>st</sup> century service excellence by

*“... transform[ing] 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.”*

*-- Strategic Priority #6, Expanding Access, Increasing Opportunity, Building Connections – Toronto Public Library’s Strategic Plan 2016-2019*

An important part of transforming the Library’s customer experience is transforming its brand experience as well – which is about much more than its logo. The Library’s brand

experience is about how staff engage and support customers; how customers access services; how the role and identity of the Library are communicated in various media; and how people discover, use and personalize their Library experiences. The Library's visual identity must support these brand experiences.

To dive deeper and gain more insight into the feedback that was gathered as part of the strategic planning process, TPL undertook an innovative, participatory process (*TPLX360*) that engaged a diverse set of library stakeholders, with the goal of better understanding, evolving and delivering a transformed customer and brand experience – one that is more accessible, inclusive, modern and relevant for everyone.

To enhance the customer experience and signal this modern transformation, the project also focused on refreshing and modernizing the Library's brand promise and visual identity system.

## COMMENTS

The Library's current visual identity was established in 2002, shortly after amalgamation, when seven former public library systems in the City of Toronto merged to form one system. The identity consisted mainly of a logo, some typeface guidelines, and a limited colour palette.

Since that time, the Library has developed a detailed brand framework and brand promise, and evolved a visual platform which has been in use across its online and offline channels with varying degrees of consistency and success.

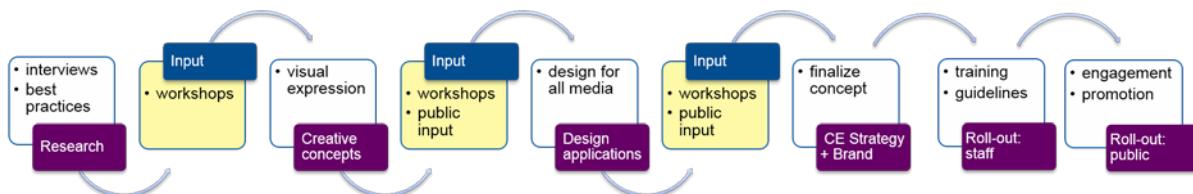
After more than a decade of changes that have marked the Library's evolution as a vital community resource that empowers Torontonians to thrive in the digital age and global knowledge economy, TPL's visual identity system has not kept pace with the Library's transformation. The current system pre-dates many of the innovations that lend unique value to the services TPL now delivers, so it does not sufficiently support the Library's growing physical and digital presence and influence in Toronto, and the varied ways audiences choose to interact with it. A flexible, modern and compelling visual identity system is required to reflect this changing role and provide greater accessibility by, and engagement with, TPL's diverse audiences through the growing number of channels the Library uses to reach and serve them.

### **The *TPL Experience 360* process**

Inclusivity of different cultures, languages, and abilities remains a core value of TPL's brand expression. As a change initiative, the process that underpins the transformation of the Library's customer and brand experience and its visual identity system has been critical. Engagement, transparency, co-creation, and evidence-based decision-making have all been fundamental to building a brand that ensures that all stakeholders who feel ownership of and commitment to the TPL brand will continue to relate to and embrace it. The process has also been designed to help educate and inform Torontonians about their Library and the

transformation it is undergoing. Finally, outputs from the TPLX360 process will also inform the Library's next strategic plan.

*TPL Experience 360* is a three-phased process, with consultation and engagement throughout.



The first phase was designed to gather feedback and gain insight into what a transformed customer experience would look like. The second phase was to create a visual identity system that would support the Library's ability to deliver that transformed customer experience. The third phase is an implementation process that engages staff as brand ambassadors and co-creators of the rollout strategy, and engages the public in the Library story and informs of TPL's ongoing transformation.

Elements of the *TPL Experience 360* process included:

**Best Practice Audit & Interviews** – Environmental scans of library and other relevant industry brand best practices; 27 interviews with dozens of internal and external library stakeholders.

**TPL Experience 360 Lab:** Unique to the process was the TPLX360 Lab – a physical, interactive environment that evolved during the process to reflect different stages of development. The Lab was a highly visual, interactive arena that provided context on project goals, research findings, key decision points and, most importantly, an environment where stakeholders could engage with prototypes, provide feedback, and see how others have responded to similar stimulus. The Lab was an essential tool in defining the quality, consistency and inclusiveness of the customer experience and visual identity – important hallmarks of brand.

Over the course of the project, a series of Experience Lab workshops were conducted with four key groups of stakeholders who were brought together three times over 18 months to inform and provide input into the modernization of the Library's brand, and feedback on visual identity designs and concepts:

- TPL staff – including front line staff and support staff, at different levels of the organization, who offered insights on how customers experience our brand.
- Expert Users – library staff who work with the Library's brand on a regular basis, such as the web team, graphic designers, digital media specialists and capital projects staff.

- External Partners – including representatives from Toronto Employment and Social Services, Nordicity, the Bloor Street Culture Corridor, OCAD U and Native Canadian Centre of Toronto.
- Youth from the community – a key demographic who helped to ensure that the TPL brand continues to be relevant and that the new identity is “future proofed”.

A workshop was also held with senior Library management staff and Toronto Public Library Board members (Board Chair Sue Graham-Nutter and Board member Daniel Rotsztain) to review and provide input on the Library’s customer and brand experience transformation, and designs for TPL’s new visual identity system, with a final design approach endorsed by the group.

### ***In-branch and Online***

In addition to the focused Experience Lab workshops, the Library conducted “pop-up” Experience Labs in all of the Library’s 100 branches, and a digital Experience Lab, through a dedicated interactive microsite and on social media.

In the branches, highly visible displays had “idea books” and postcards which asked customers to “write or draw your thoughts about a great Toronto Public Library experience today and/or in the future”. The invitation drew more than 2,000 responses and provided the Library with many fresh insights and ideas.

Online, the microsite asked open-ended questions and provided polls and quizzes asking customers and staff what they think makes an exceptional library experience. On social media, the Library used the hashtag #TPLX360 to invite Torontonians to join the *TPLX360* discussion. The call-out was shared on the library’s main Twitter, Facebook and Instagram accounts, posted by the TPL account on reddit’s r/toronto forum, on the *What’s On at the Library* blog and on the Library’s intranet, ShareTPL. Overall, 270 ideas were contributed and over 3,200 votes were counted on the website, and hundreds of responses were received through social media.

### **What Customers and Staff told the Library**

The input and feedback gathered was grouped into six priority areas, or “activators of great customer experiences”:

1. **Create more visibility of spaces and services:** Customers want to find their way to and around the library with more ease, as well as streamlined ways of discovering and exploring new programs.
2. **Create more welcoming and user friendly services and environments, in-branch and online:** In all the different ways that the Library engages customers, our service channels and spaces should be consistently comfortable, welcoming, friendly, intuitive and easy to navigate.
3. **Provide more personalized service:** Customers want to easily find and access personalized library services that meet their unique needs. With flexible service

offerings, the Library can play a vital role in helping customers when, where, and how they need it most.

4. **Consistently provide exceptional customer service:** Customers love our library staff. TPL must continue to build their skills, and provide opportunities for them to deliver consistently exceptional customer service.
5. **Create more opportunities for staff and customers to collaborate and engage with TPL:** Internal and external customers both want more opportunities to collaborate and engage with the Library to share their views and ideas for continuous improvement.
6. **Stay true to our roots:** The accessible, inclusive, flexible and trusted services TPL offers play a vital role in helping all Torontonians be successful. Customers have asked TPL to continue focusing on our core values and service pillars.

TPL's Customer Experience strategy, brand framework and visual identity are designed to support these priorities. The new visual identity system will also address many functional requirements that the current visual identity does not, including: greater functionality on digital platforms and with new media formats; more personalization of services; and greater visibility and discoverability of the growing range of programs, services and spaces the Library offers.

### **Introducing the Library's brand promise and new visual identity**

The Library's brand promise and new visual identity system will be rolled out in stages, first to staff to ensure that they are comfortable with and able to successfully tell the brand story and use the new identity system. This will happen in the first half of 2019 and will be part of the Customer Experience strategy implementation. Once all staff are trained and the majority of collateral and materials are converted to the new look and feel, a public engagement campaign will be rolled out in the second half of 2019 to introduce Torontonians to the Library's brand promise and new visual identity and to tell the story about the Library's ongoing transformation.

The implementation of the Library's customer experience, brand framework and visual identity system will be guided by three key principles:

**Engage stakeholders, especially staff:** Just as customers, partners and staff have been involved throughout the development of the Customer Experience strategy and brand evolution, the implementation of the Library's new visual identity system will continue to engage stakeholders. In particular, library staff will have a major role to play, as brand ambassadors as well as users of the system. Staff will be trained on the new system, and will be key collaborators on strategies and activities that will engage staff, partners and the public in the Library's transformed customer and brand experience.

**Zero waste:** The Library's new visual identity system will be implemented with a zero waste approach and within the Library's existing budgets. The Library's print materials with the current visual identity will be used up and new collateral will be produced on short runs,

where applicable, until the new identity is fully implemented. Branch signage will be replaced through the Library's ongoing capital projects schedule.

**Signal our transformation and tell our story:** TPL's brand promise and new visual identity system are very visible and exciting indicators of the broader transformation the Library is undergoing, and their introduction is an opportunity to educate, raise awareness with and engage Torontonians in the Library's story.

A presentation will be made at the Board meeting which will include the introduction of TPL's new visual identity system.

## **CONTACT**

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## **SIGNATURE**

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Vickery Bowles  
City Librarian

# toronto public library experience 360



**Transforming TPL's Brand Promise &  
Visual Identity**

toronto  
public  
library  
experience  
360



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.

Our customers like *what* we do...  
...but not always *how* we do it.

toronto  
public  
library  
experience  
360



## transforming for 21st century service excellence

and brand

We will transform the library's capacity and culture <sup>and brand</sup> 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.

# 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 that 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.



# Vision/Mission

Read. Learn. Create. Connect.

vital active ingredient



**Accessible**  
free, local

**Expert**  
trusted, credible, neutral

**Inclusive**  
welcoming, supportive

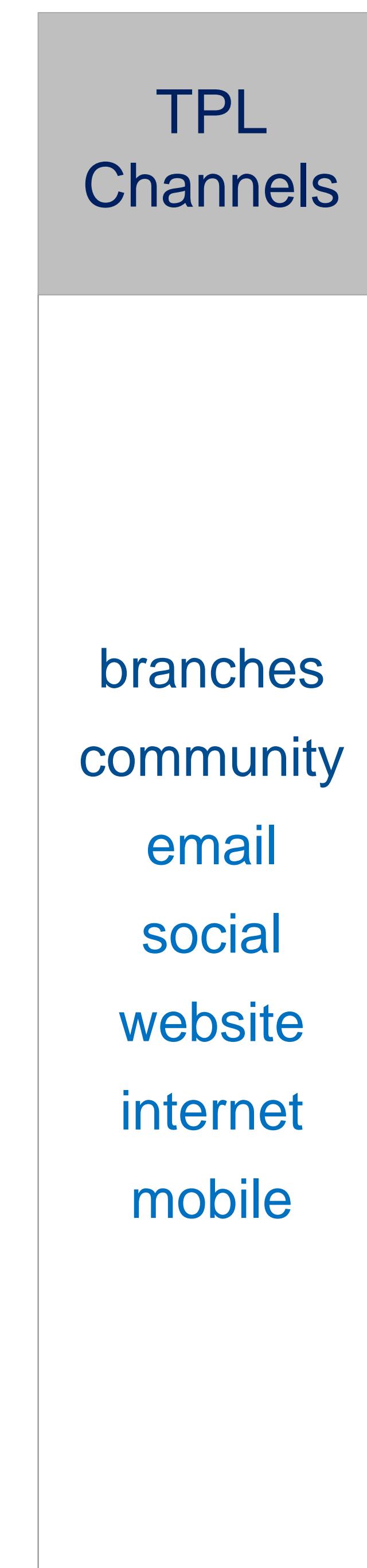
**Flexible**  
self-directed, personal

Our brand framework:

**who we are**  
**what we do**  
**why we matter**

# Our Brand Proposition

Toronto Public Library is the  
*vital active ingredient*  
that informs and inspires Toronto and its  
communities, making us all more  
resilient, more knowledgeable, more  
connected, and more successful.



Customer Experience

How we do it,  
our call to action:

**Activate  
something  
great!**



**Activate something great!**



## Activate something great!

**For the library system**  
it's about leadership – how the quality and spirit of the library experience impacts the growth and development of the city



## Activate something great!

**For the library system**  
it's about leadership – how the quality and spirit of the library experience impacts the growth and development of the city

**For staff**  
it's a service mantra to help customers in every encounter



Call to action

## Activate something great!

### **For the library system**

it's about leadership – how the quality and spirit of the library experience impacts the growth and development of the city

### **For staff**

it's a service mantra to help customers in every encounter

### **For customers**

it's about how access to TPL enables everyone to read, learn, create and connect in powerful ways



# Activate something great!

“Activate” can  
be expanded with  
many  
complementary  
actions...

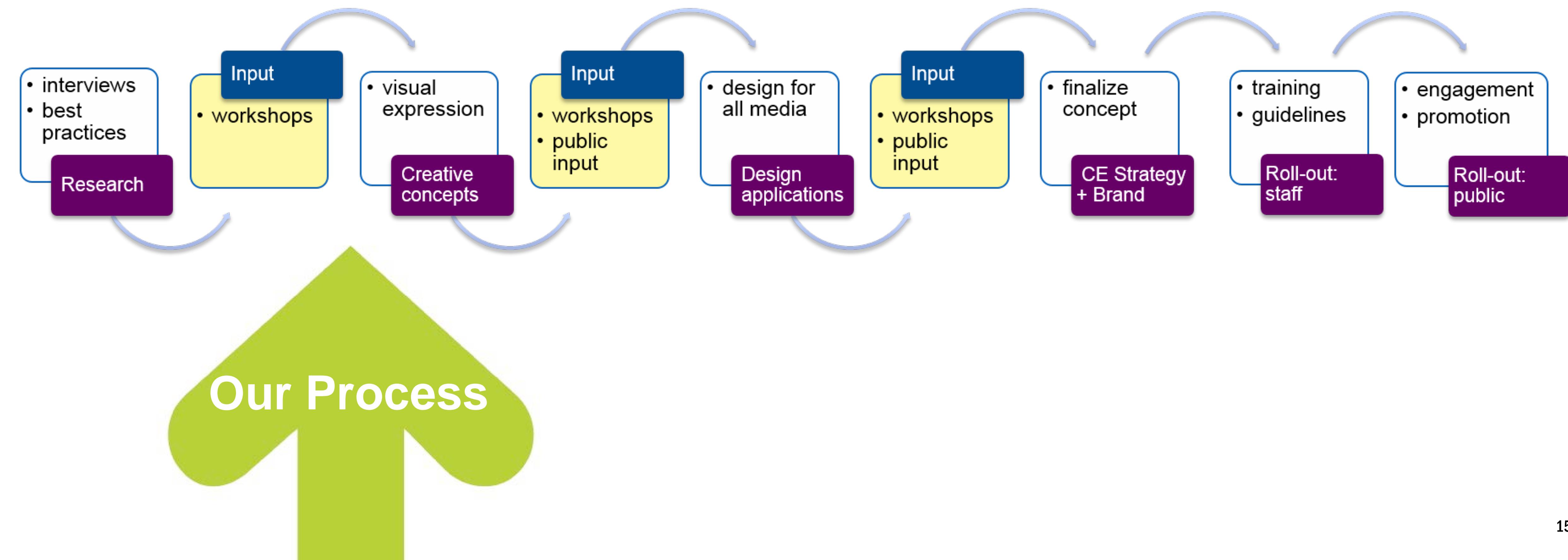
Spark  
Inspire  
Fuel  
Embrace  
Learn  
Achieve  
Share...



Our process was designed to understand how to evolve and activate a transformed customer experience and visual identity.

# toronto public library experience 360

From research to roll-out, our process involves engagement at every phase.



# toronto public library experience 360



## Phase 1: Experience

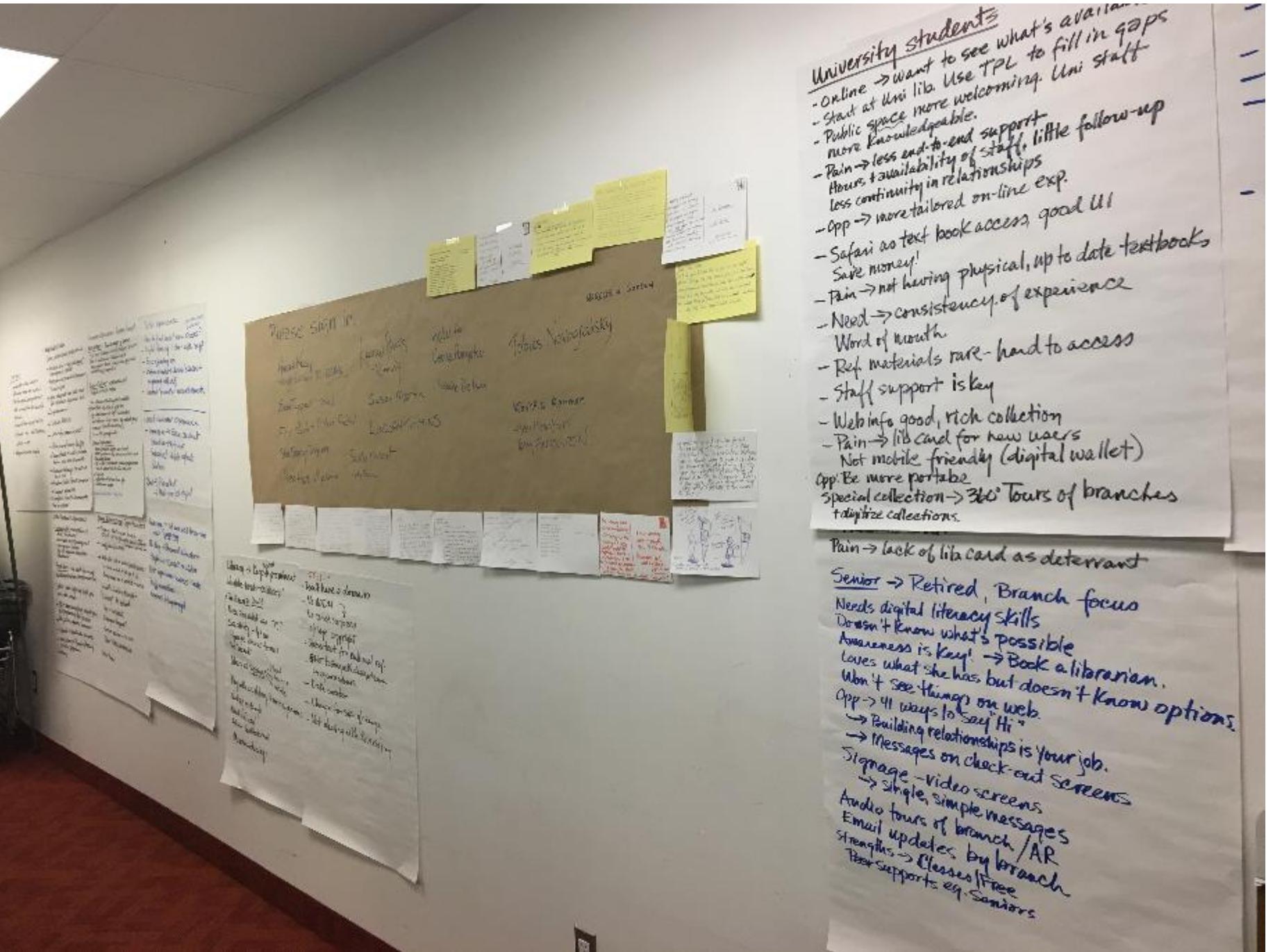
### Best Practice Review

### Audits

### Stakeholder interviews

### Workshops

### Public input (online/offline)



University students  
- Online → want to see what's available  
- Start at Uni lib Use TPL to fill in gaps  
- Public space more welcoming. Uni staff  
more knowledgeable.  
- Pain → less end-to-end support  
Hours + availability of staff little follow-up  
Loss continuity in relationships  
Opp → more tailored on-line exp  
Save money!  
- Pain → not having physical, up-to-date textbooks

Need  
- Need → consistency of experience  
Word of mouth  
- Ref materials rare - hard to access  
- Staff support is key  
- Web info good, rich collection  
- Pain → lib card for new users  
Opp → be more portable (digital wallet)  
Special collection → 360° Tours of branches  
Digital collections

Pain → lack of lib card as deterrent

Senior → Retired, Branch focus  
Needs digital literacy skills  
Don't know what's possible  
Awareness is key! → Book a librarian.  
Loves what she has but doesn't know options  
Web + see things on web  
Opp → 41 ways to see it  
→ Building relationships is your job.  
Signage - video screens  
→ simple, simple messages  
Audio tours of branch / AR  
Email updates by branch  
Strengths → Classes / Free  
Peer supports, eg. Seniors

# toronto public library experience 360

100  
branches  
participated

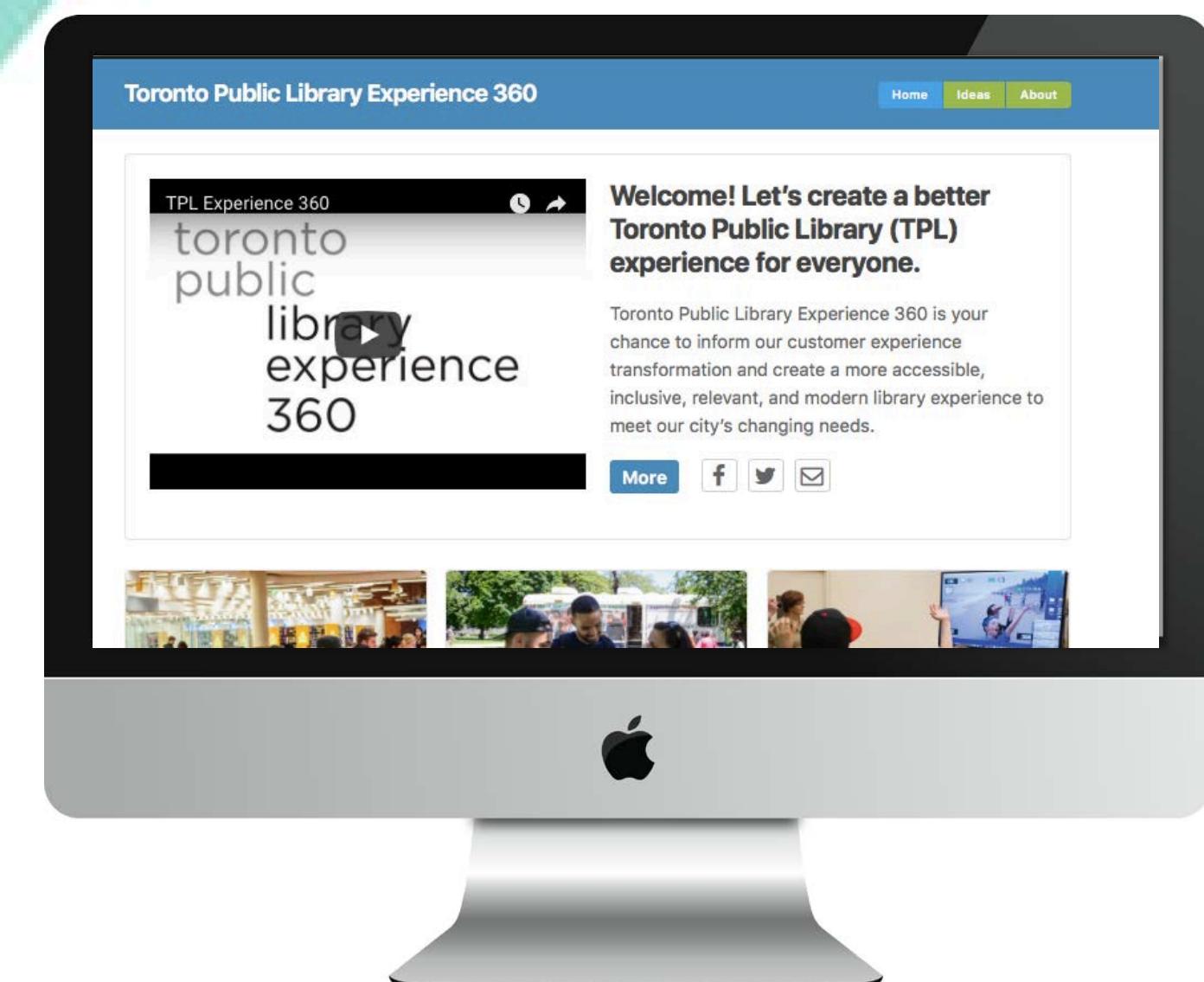
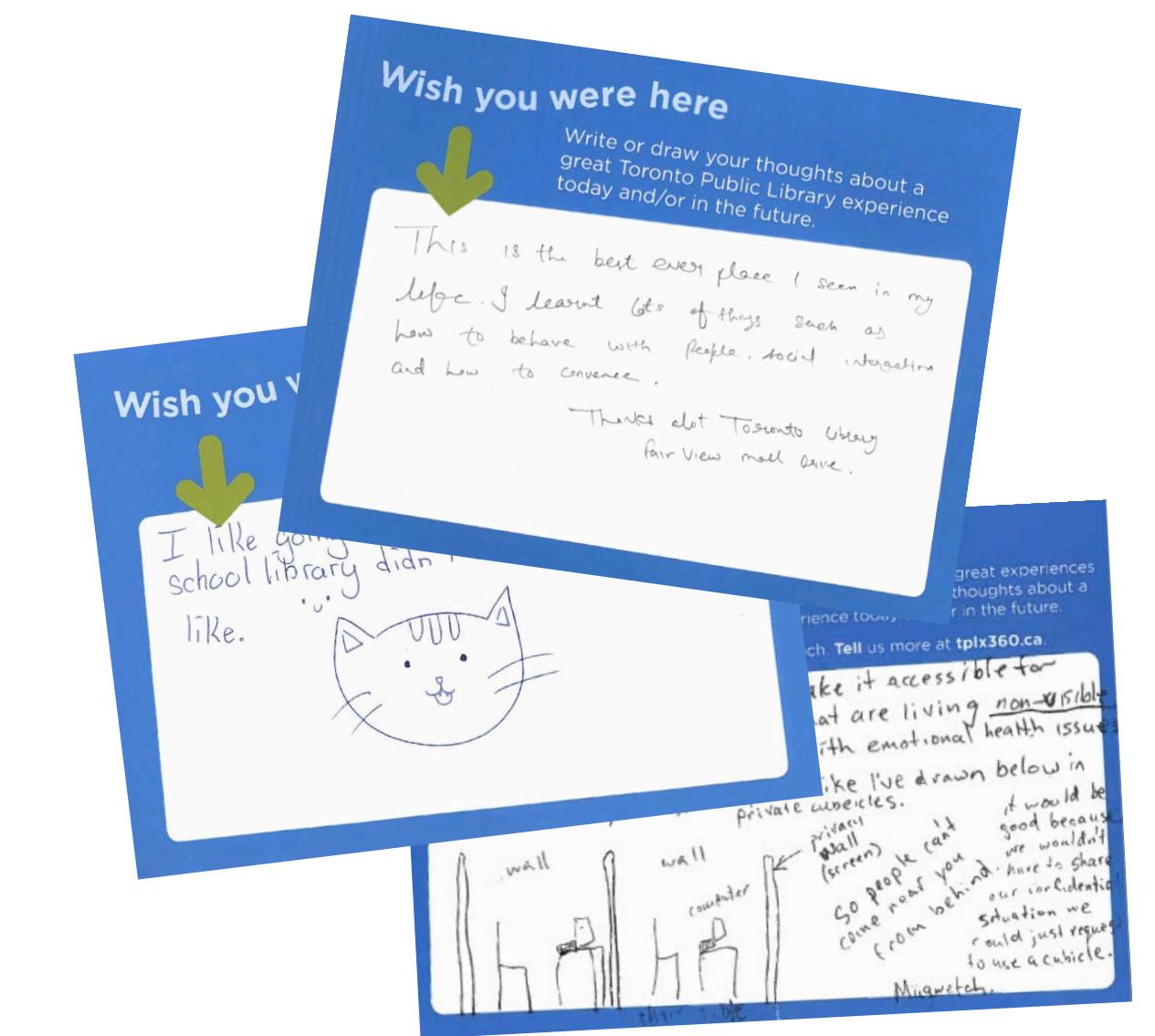
2,000  
written  
comments  
contributed

2  
OCADU  
reviews

3,260  
online votes  
counted

270  
online ideas  
contributed

15+  
workshops



# What we heard: great experience activators

**1**

**More visibility**  
of spaces and services

**2**

**More welcoming**  
online & in person

**3**

**More personalized**

**4**

**Consistently**  
exceptional customer  
service

**5**

**More ways to**  
collaborate and engage  
with TPL

**6**

**Stay true**  
to our roots



Our Goal

**To enhance the customer experience  
and signal a modern transformation...**

**...create a more accessible,  
dynamic and relevant Toronto  
Public Library brand.**

## Our Process



### Phase 1: Experience

Best Practice Review

Audits

Stakeholder  
interviews

Workshops

Public input  
(online/offline)

### Phase 2: Design

**Exploration**

- Workshops and public input

**Options and refinements**

- Workshops and public input

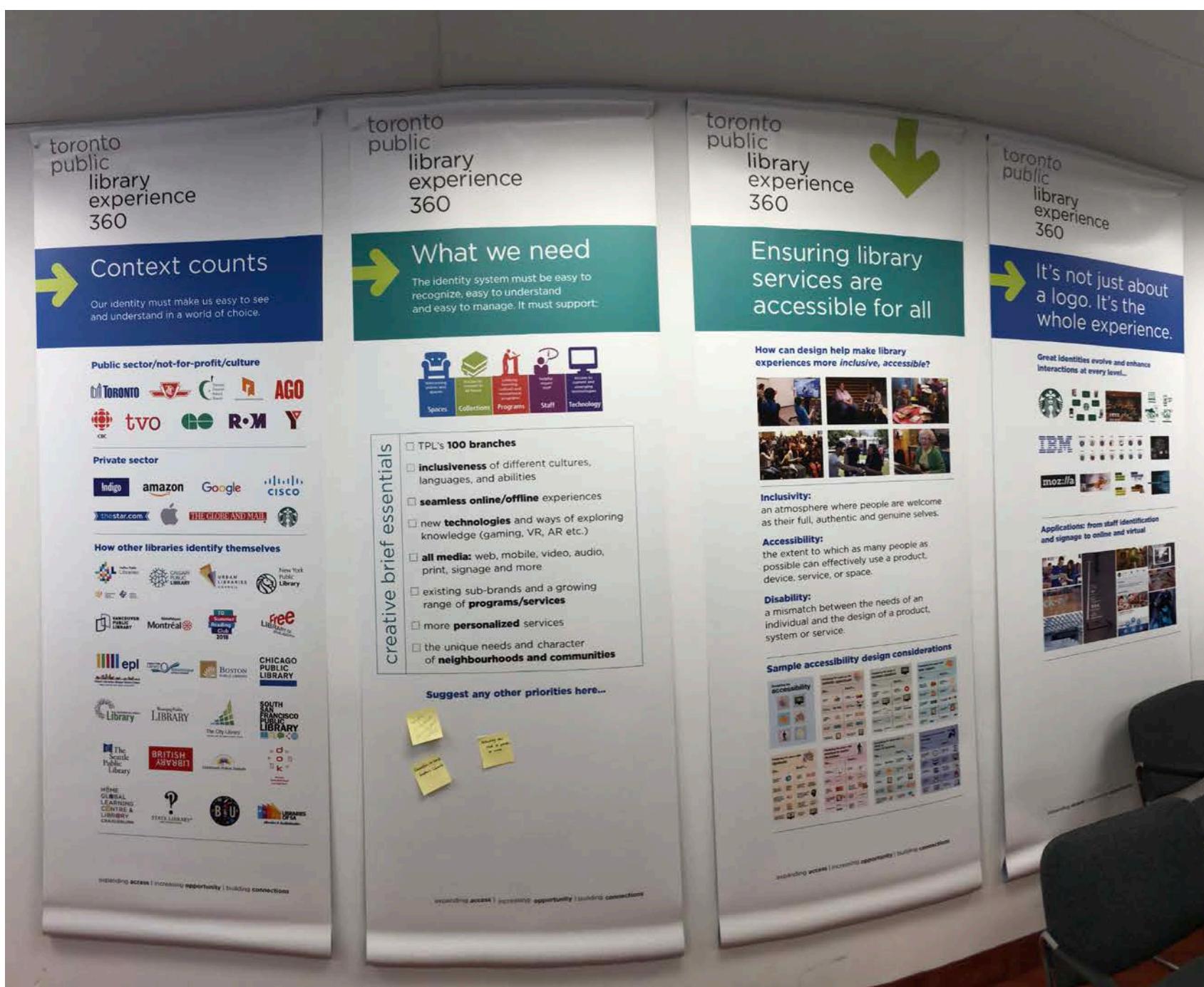
**Final design**

- Workshops and public input

**Implementation**

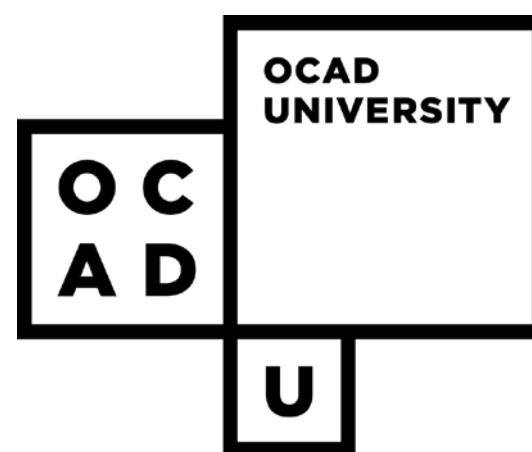
- Applications
- Training
- Guidelines

# toronto public library experience 360



*“Our assessment of the project is that it has proceeded using exemplary inclusive design process and protocols, leading to a strong inclusive and accessibility focus that will ensure the TPL identity system as developed will be extensible and resilient over time.”*

*- Dr. Robert Luke, Vice President, Research and Innovation, OCADU*



**trajectory**

# toronto public library experience 360

Design Must  
Support



## creative brief essentials

- TPL's **100 branches**
- inclusiveness** of different cultures, languages, and abilities
- seamless online/offline** experiences
- new **technologies** and ways of exploring knowledge (gaming, VR, AR etc.)
- all media:** web, mobile, video, audio, print, signage and more
- existing sub-brands and a growing range of **programs/services**
- more **personalized** services
- the unique needs and character of **neighbourhoods and communities**





tpl: **tpl:**  
toronto  
public  
library

tpl: **tpl:**  
toronto  
public  
library



## Activator

Toronto Public Library is a continuously evolving story, one that we all help to inform, create and bring to life in new and inspiring ways.

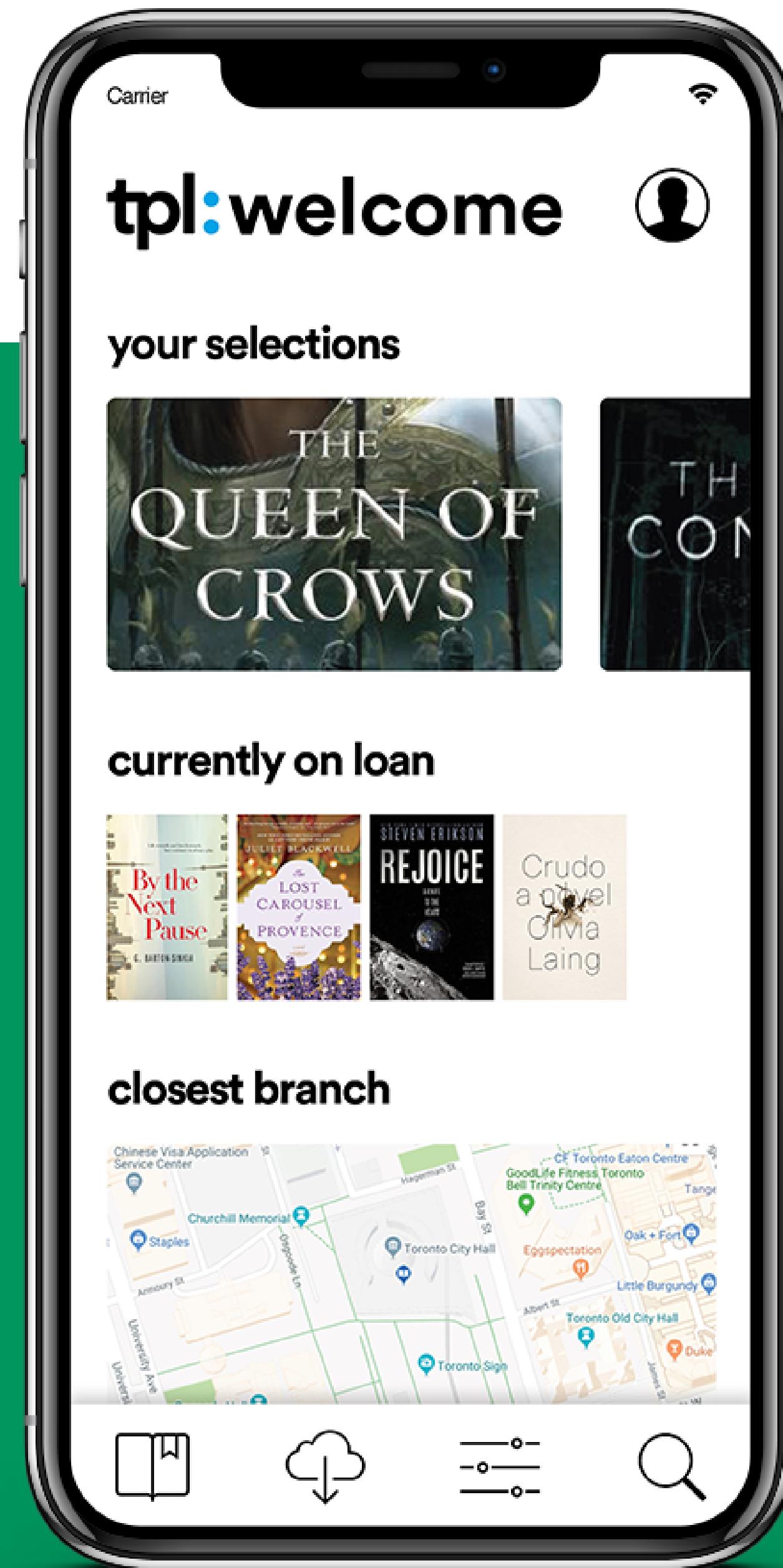


## Our new identity recognizes our roots while looking to the future:

- grounded in the written word
- it's a promise, a connector, an advocate
- connects the breadth of TPL's offer with the ever-changing needs of our city's people and communities
- flexible and adaptable to showcase the incredible range of programs, services, ideas and information we have today... and what's to come



The typography is accessible and welcoming, and our colours have been refreshed with a welcoming and cheerful new spin on “Toronto blue,” along with a complementary palette of supporting colours that reflect the energy and vibrancy of our city, our people, and our library.



Confident, curious, versatile and bold, our new symbol energizes a myriad of experiences and opportunities to help empower you, and your library, to activate something great.

Designed to support  
and enhance the  
experience



- 1 More visibility of spaces and services
- 2 More welcoming online & in person
- 3 More personalized
- 4 Consistently exceptional customer service
- 5 More ways to collaborate and engage with TPL
- 6 Stay true to our roots



## Guiding Principles for Implementation

- Stakeholder engagement is crucial
- Zero Waste
- Signal our transformation and tell our story

# Milestones and next steps

## **Q1 - Q2 2019**

Internal rollout of Customer Experience Strategy and new visual identity; ramp up staff engagement and build awareness

## **June 2019**

Public engagement campaign to build awareness of TPL's customer experience and brand transformation

## January - June

← **Ongoing execution and evaluation of Customer Experience initiatives** →

## July - December

## **Q2 - Q4 2019**

External rollout of Customer Experience initiatives using the new visual identity and Activate Something Great call to action

# Thank you