

Strategic Plan 2016-2017

2016 Work Plan Status Update

PRIORITIES	2016 KEY INITIATIVES	STATUS	DETAILS	
1. Advancing our digital platforms	1	Digital Strategy developed to create an excellent, integrated customer service experience online and in library branches	Green 75%	Digital Strategy complete. Communication plan and execution strategy in development with annual deliverables.
	2	Policy review supports the delivery of digital services	Green 100%	Changes to Circulation and Collection Use Policy approved at March Board meeting. New fines in place fall 2016.
	3	New user centred services launched		
		• Responsive Account	Green 75%	Responsive Account option in beta
		• Borrower history and lists in response to customer demand	Red	In planning stage.
		• Online membership, registration & card renewal	Red	Project plan developed as Phase 2 of Responsive Account.
		• Responsive mobile-friendly website	Green 100%	High use mobile-friendly pages launched, including Sign In, Place Holds, Search, Online Payment.
	• Children's website for ages birth-5 launched with new features e.g. digital story time, or app	Green 100%	Ready for Reading website for parents/caregivers of children five and under complete.	
	• Content Strategy advanced to create more relevant and meaningful online experiences	Green 100%	Content Strategy for children's website developed.	

2. Breaking down barriers to access, driving inclusion	4	Library's policy on fines and fees reviewed to support equity and inclusion	Green 100%	Lower fines for all ages introduced in October 2016. New membership category created for Adults under 25, with reduced fines.
	5	Marketing strategy to promote children's membership, with targeted outreach in TSNS 2020 neighbourhoods to achieve targets and outcomes	Green 50%	Planning and development complete; to be delivered as part of the 2017 TPL Kids (Middle Childhood and Ready for Reading) service rollout,
	6	Refined library brand identity supports awareness, discovery and engagement across service channels	Red	Research and planning for refined brand identity underway. To be delivered in 2017.
	7	State of Good Repair program advanced to support accessibility, inclusion and quality of life in neighbourhoods across the city	Green 100%	Three projects completed (Beaches, Eatonville, Northern District); seven projects underway.
	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	Green 100%	Year-round Sunday service introduced at eight branches as of July 3. Beginning September 11, Sunday service available at 6 additional branches from September to June (Bridlewood, Centennial, Fort York, Mount Dennis, Runnymede, Scarborough Civic Centre). Total number of branches open on Sundays is now 33.
	9	Self-service library kiosk at Union Station	Green 50%	TPL work is complete; however construction delays at Union Station will delay kiosk installation.
		Plan for self-service after hours branches ready to pilot in 2017	Green 50%	Technology plans complete.
	10	Pilot models for embedded librarianship and active resident engagement	Green 100%	Four embedded librarians working at the Toronto West and Toronto East Detention Centres, Elizabeth Fry Society, Toronto Employment and Social Services, and the Spot - Jane Finch Community Family Centre. Pilot runs from September 2016 - August 2017.

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	Green 50%	Funding in place; RFP for Study on the Outcomes and Impact of Access to Technology at Public Libraries completed; research partner and partner libraries selected.
	12	Launch new Digital Innovation Hubs, and four Pop Up Learning Labs available in library branches and communities across the city	Green 100%	The S.P.O.T. at Malvern continued with funding from the City's Poverty Reduction Strategy with a Digital Innovation Hub and a revitalized recording studio. in place, visiting branches on a monthly rotation, bringing emerging technologies and staff-led programs to users of all ages.
	13	New Bookmobile extends technology, including wireless access, into communities	Green 75%	Bookmobile, with new technologies, flexible space and a modular design, to be delivered December 2016. AV equipment installation and other IT related work to be completed upon delivery.
	14	Partnerships with industry technology leaders which leverage resources, increasing service quality and accessibility	Green 100%	Terms of Reference for Innovation Council with public and private partners established. First meeting of the Innovation Council was held November 25, 2016. Partnership established with Google Canada for digital hotspot lending. Innovator in Residence, virtual reality filmmaker Elli Raynai, at Scarborough Civic Centre Branch through a Community Grant from Google Canada. tpl.ca/iir Entrepreneur in Residence, Sima Gandhi, offered in partnership with the City of Toronto and the Toronto Business Development Centre.
	15	Digital hotspot lending pilot for targeted communities	Green 100%	Funding from Google Canada and the City of Toronto received; pilot program ran from June-November 2016 with 210 participants from six branches in Neighbourhood Improvement Areas.

	16	Innovative projects launched through strategic partnerships, e.g. TRL Virtual Reality Tour	Green 100%	<p>CISCO telepresence launched with Chris Hadfield. Young people at select TPL branches and at an Indigenous community in Northern Ontario had the opportunity to interact with Colonel Hadfield in November.</p> <p>In partnership with Digital Generals, Virtual Reality film footage for TRL and the TD Gallery was shot; editing is in process.</p> <p>TPL's second Hackathon, in partnership with the Toronto Open Data Institute, City of Toronto, and Social Planning Toronto, focused on the City of Toronto Poverty Reduction Strategy.</p> <p>Digital Privacy Initiative launched with guest speakers from the Library Freedom Project, Canadian Civil Liberties Association, and Citizen Lab at the Munk School for Global Affairs, University of Toronto.</p>
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	Green 100%	Four courses offered in 2016.
	18	Program outcomes and standards established in key areas: job search, entrepreneurial and mentoring networks	Green 50%	Accountability framework approved by the Library Board for Strategic Plan 2016-2019. Including a balanced scorecard, KPIs and Logic Model. Logic models for each priority to be developed in 2017.
	19	Collections and resources include new online learning tools	Green 100%	<p>New eLearning page added to TPL website, May 2016.</p> <p>Gale six-week online courses launched in summer 2016, offering instructor-led courses which include accounting, finance, business and management, entrepreneurship, and web design.</p>
	20	Plans for construction of new e-learning lab at North York Central developed	Green 100%	NYCL Capital Plans include dedicated space for eLearning.
	21	Expansion of digital training capacity through Learning Centres	Green 100%	New equipment for Learning Centres acquired, including 3D printers and scanners. Staff training on 3D printing completed.
	22	Responsive to trends, including sharing economy through projects and programs such as tool, seed, kitchen and instrument lending libraries	Green 100%	Sun Life Financial Musical Instrument Lending Library launched April 2016.

	23	After school programs offered for children and youth:		
		<ul style="list-style-type: none"> 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 	Green 100%	Funding received; two new Youth Hubs in place at Maria A. Shchuka and Fairview. Programming offered included <i>Guardians of the Galaxy: Rocket's Powerful Plan</i> , the latest venture for Visa and Marvel Comics, to provide financial literacy education for pre-teens and youth, had its Canadian launch with the Sanderson Youth Hub and a surprise visit from DeMarre Carroll, a Toronto Raptor.
			Green 100%	After school clubs operating at 39 branches; 21 summer camps at 16 branches to be offered in July and August 2016.
	24	eLearning and interactive distance learning courses developed and piloted	Green 100%	eLearning Strategy for user groups complete.
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	Green 75%	Albion: in construction, schedule on track, expected completion Spring 2017. Agincourt: design complete, permits received, construction commenced - expected completion Spring 2017. Wychwood: design complete, in for approval at the COT, expected site plan approval - Winter 2017. Construction to commence Summer 2017. St. Clair/Silverthorn: design complete, in for approval at the COT, expected site plan approval Winter 2017. Construction to commence Summer 2017. North York Central Library: design complete, construction began early Summer 2016. Eglinton Square: design complete, construction began September 2016. Albert Campbell: on track. Architectural firm hired. Design underway. Scarborough Civic Centre Branch: (LGA Architectural Partners Ltd. in joint venture with Phillip H. Carter, Architect). Won one of ten Design Excellence Awards from the Ontario Association of Architects (OAA). Won the Ontario Library Association (OLA) New Library Building Award. Fort York Branch: (KPMB Architects) Ontario Library Association (OLA) New Library Building Award. Centenary celebrations for Beaches, High Park and Wychwood branches.
	26	World class literary programming accessible through live streaming and interactive social media to engage new audiences and build communities of readers	Green 100%	Podcast channel on SoundCloud and iTunes launched, featuring audio from select Bram & Bluma Appel Salon programs. Live streaming of select events through Periscope and Facebook Live Live streaming of select events from the Appel Salon First ever interactive program delivered from the Appel Salon via new telepresence technology connecting four TPL branches and an indigenous community in Northern Ontario – Chris Hadfield, Think Like an Astronaut

27	Access to expert literary advice, user ratings and lists, build communities of interest	Red	Planning for user discussion platform pending.
28	New and refreshed cultural partnerships increase exhibit and engagement opportunities	Green 100%	<p>Partnered with IFOA to deliver Book Bash: Canadian Children's Literature Festival presented at Harbourfront Centre. Funded by the Muller Scholastic Endowment Fund for Canadian Children's Literature at the TPL Foundation. tpl.ca/bookbash</p> <p>Partnered with Myseum Toronto to present Cosmopolis Toronto, a city-wide photo exhibit exploring the journeys of newcomers to Toronto, in 18 branches. Included a number of programs in branches across the city</p> <p>Introduced TPL Stories on TPL's Facebook and Instagram pages, short stories highlighted what TPL means to users, staff, and communities.</p> <p>Partnered with Cisco Canada to deliver Chris Hadfield program to four branches and a northern Ontario Indigenous community.</p>
29	Chinese Community Archive in development with user generated content	Green 100%	Chinese Community Archive launched December 2016.
30	Assist in the settlement of Syrian refugees, in partnership with government & community partners	Green 100%	<p>Through partnerships with leading community agencies, completed an extensive program of outreach visits, welcome events, information/training sessions to support Syrian refugees and private sponsors, January-May 2016:</p> <p>Outreach to Government-Assisted Refugees (GARS) living in hotels included children's programs and distribution of publisher-donated new children's materials.</p> <p>Sun Life Museum + Arts Pass initiative for Syrian families launched at Toronto Public Library Welcome Event; 1,100 vouchers distributed to Syrian newcomers who registered for a library card.</p> <p>Post-year support event held.</p> <p>Immigration, Refugees and Citizenship Canada funding application for Library Settlement Partnership (LSP) program submitted. Awaiting notification.</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	Green 100%	<p>Sun Life Museum + Arts Pass program expanded to include extended access and promotion of program through University of Toronto and Ryerson University to reach students ages 18+.</p> <p>Performing Arts extension planned for launch in Q1 2017.</p>

6. Transforming for 21st century service excellence	32	Organizational structure and resources realigned to support innovation and deliver on strategic plan outcomes	Green 100%	Senior management structure in place. New organizational structure developed to support the 2016-2019 Strategic Plan and succession planning for TPL. Restructured divisions include: Branch Operations & Customer Experience; Collections & Membership Services; Digital Services & Emerging Technologies; Service Development & Innovation.
	33	Updated service delivery model to reflect future-oriented requirements for digital & branch platforms	Green 100%	Service Delivery Model completed
	34	Participation in City's joint real estate redevelopment program provides increased revenue to fund state of good repair backlog	Green 100%	The Board has endorsed TPL's participation in the City Wide Real Estate project to centralize real estate operations along with a number of guiding principles. The Board considered a report on the feasibility of redeveloping its properties to generate funds to address SOGR issue. Based on Build Toronto's analysis, the Board decided to not proceed with any redevelopments project.
	35	Business Intelligence Strategy advanced to understand and respond to customer needs	Green 100%	Centre of Excellence data governance team established; Open Data Policy approved at the board level, first generation BI dashboard established. People Counter technology implemented.
	36	Dedicated library resources to support the Toronto Public Library Foundation in achieving ambitious fundraising goals in support of strategic priorities	Green 100%	TPL staff have supported the development of a new Fundraising Priorities model and the transition of the Foundation's new President into her new role. Supported the development of cases for support and the implementation of key donor-funded initiatives – including Sun Life Musical Lending Library and TD Summer Reading Club Rebrand
	37	Internal computer systems updated: Human Resources, Budgeting, Room Bookings	Green 75%	Human capital management solution RFP under development; Budgeting: reporting software installation complete; Room Bookings - Phase 1 complete. New field added to the User Registration - Demographics Tab to support statistical analysis related to system-wide registration initiatives, e.g. college & university registration campaign (Aug 25, 2016).
	38	Increase revenue with launch of new premium space rentals & promotion of community room rentals.	Green 100%	Spaces renovated as required, e.g. TRL Beeton. Overall revenue increased through rental of premier spaces.

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	Green 100%	Continuous Professional Development for all librarians & orientation/training for first year librarians introduced January 2016. Speaker Series, think tanks ongoing.
40	Staff engagement activities including a survey are piloted	Green 75%	Staff Code of Ethics approved by Library Board, training began. Requirements for staff engagement survey developed.
41	Branch service benchmarks drive program offerings	Green 100%	Program targets in place. Decision to use established benchmarks for an additional year in place for 2016 and 2017.