

Strategic Plan 2016-2019

2017 Work Plan

PRIORITIES		2017 Initiatives	DETAILS
1: Advancing Our Digital Platforms	1	Foster excellence in digital service delivery through the establishment of an Innovation Council to inform service development strategies at Toronto Public Library (2016-2019)	<ul style="list-style-type: none"> • Create an Innovation Council advisory group of recognized, industry-leading individuals to inform service development and increase TPL's profile in the tech sphere
	2	Advance the Digital Strategy to enhance eservices and technology access in branches (2017-2019)	<ul style="list-style-type: none"> • Implement TPL Labs to create a culture of transformation and pilot innovative digital services to meet emerging community needs, using an agile methodology (With support from the Toronto Public Library Foundation) • Refresh torontopubliclibrary.ca with a new design, self-serve and mobile options (online registration and renewal, room booking, mobile notifications) • Implement Mobile Notifications
	3	Develop an improved digital platform for special collections	<ul style="list-style-type: none"> • Plan a new digital platform for TPL's digitized and online special collections • Promote the new Virtual Reference Library (VRL) design, resources and content relevant to Toronto and communities across Ontario to increase usage and awareness.
	4	Develop and implement a digital refresh for middle childhood and teens (2017-2019)	<ul style="list-style-type: none"> • Develop a new digital presence for middle childhood • Engage teens in developing a new digital presence through advisory and focus groups
2: Breaking Down Barriers to Access, Driving Inclusion	5	Improve public infrastructure through a State of Good Repair program to support accessibility, inclusion and quality of life in neighbourhoods across the city (2017-2019)	<ul style="list-style-type: none"> • Complete construction of the new Albion branch, including demolition of existing building • Complete the renovation and expansion of the Eglinton Square branch • Complete the renovation of the Agincourt branch • Complete SOGR projects at various locations

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	6	Increase access to branches through expanded open hours (2017-2019)	<ul style="list-style-type: none"> • Offer year-round Sunday services at Albert Campbell, Barbara Frum, Brentwood, Fairview, S. Walter Stewart, and York Woods Branches (funding from the Poverty Reduction Strategy) • Expand Sunday program offerings at branches across the city • Pilot after hours, self-serve access at select branches
	7	Remove barriers to access through the evaluation of reduced fines and fees to inform policy review	<ul style="list-style-type: none"> • Pilot and evaluate reduced fines and fees models as part of targeted outreach and embedded librarian programs
	8	Create a new membership and outreach model to engage residents with a full range of library services and programs	<ul style="list-style-type: none"> • Pilot and evaluate new membership model to connect residents' engagement, access to and use of a broader range of services and programs • Evaluate embedded librarian service offered at current pilot locations: Toronto Employment and Social Services TEDC, TSDC, Elizabeth Fry Society, The SPOT/Jane Finch Community Centre
	9	Launch targeted membership drives to reach new audiences with strategic partners and evaluate results	<ul style="list-style-type: none"> • Develop & implement online, self-registration membership to Toronto post-secondary students using student card • Participate in the Canadian Urban Libraries Council (CULC) led initiative with local Toronto school boards to ensure that every child has a library card • Launch a membership drive to newcomer entrepreneurs with partners including TRIEC/Professional immigrant Network (PINS)
3: Expanding Access to Technology and Training	10	Increase digital literacy through access to technology and training in branches and communities	<ul style="list-style-type: none"> • Launch Digital Innovation Hubs at Albion, Richview (NIA branches), Agincourt, Downsview, and North York Central Library • Expand digital training capacity through Learning Centres, including the introduction of 3D printers, scanners, Adobe Creative Suite at 7 branches, and development and implementation of new public training programs • Develop and deliver program offers using new maker/robotics equipment provided to District branches • Expand telepresence technology to additional branches • Implement 3 additional Pop Up Learning Labs

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	11	Expand WiFi Hot Spot Lending program	<ul style="list-style-type: none"> Establish Internet WiFi Hot Spot Lending program with lessons learned in the 2016 pilot program at three district branches and three neighbourhood branches; and expand program to additional locations (funding from the Poverty Reduction Strategy)
4: Establishing TPL as Toronto's Centre for Continuous and Self-Directed Learning	12	Refresh and reimagine TPL's services for Toronto's youth, from preschool and middle childhood, to youth ages 13 to 24	<ul style="list-style-type: none"> Roll out the refresh and repositioning of TPL's early literacy offerings (Ready for Reading) Roll out TPL's Middle Childhood service plan (including new program offerings, newly designed and enhanced children's spaces in-branch and online, staff training, and a new brand identity) Develop strategy to guide the development and delivery of services for youth ages 13-24
	13	Launch new eLearning space at the North York Central Library	<ul style="list-style-type: none"> Provide space and technology to support eLearning initiatives at Toronto Public Library
	14	Review and expand after school and out-of-school programs, services, and partnerships	<ul style="list-style-type: none"> Launch two new Youth Hubs at Albion and Barbara Frum branches Develop new program options at all Youth Hub locations informed by a new strategy to standardize service delivery at all locations. (Funding from the Poverty Reduction Strategy). Develop and implement a vision for Summer Learning Launch an eLearning tool for homework support (BrainFuse) Develop and implement new middle childhood programming to support STEM and numeracy development Develop and implement creative writing camps for school aged children with Sophie's Studio concepts Launch Discovery Zone at Fairview, Albion, and North York Central Library

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	15	Expand organizational capacity to use telepresence equipment	<ul style="list-style-type: none"> Partner with Cisco to develop staff skills in creating programming using telepresence technology to connect Toronto communities with each other and with indigenous communities in Northern Ontario
	16	Develop and implement new Life Long Learning programs	<ul style="list-style-type: none"> Develop partnerships and programs to support financial literacy for customers of different ages, small business owners and entrepreneurs Reimagine the Thought Exchange Programs
5: Creating Community Connections through Cultural Experiences	17	Develop and support a diverse range of programming to celebrate Canada 150	<ul style="list-style-type: none"> Highlight collections and resources to celebrate Canada 150
	18	Determine TPL's response to the Truth and Reconciliation Commission's Calls to Action and develop and implement programming and services to support Toronto's Indigenous communities. Raise awareness of Indigenous culture and societal issues	<ul style="list-style-type: none"> Implement approved recommendations from the 2016 Indigenous Services Librarian's report. Review Native Peoples' Collections in the context of the Commission's Calls to Action. Improve accessibility to indigenous material by identifying branches in indigenous communities and building collections Develop Indigenous Cultural Awareness and Competency Refresh and expand programming that celebrates indigenous cultures
	19	Implement the Chinese Canadian Archive	<ul style="list-style-type: none"> Begin digitization of Chinese Canadian archival materials and create content in partnership with local Chinese community
	20	Expand the use of digital technology and media to increase the reach of, and audience engagement, in TPL's literary and cultural programming	<ul style="list-style-type: none"> Introduce new podcasting content, including original TPL content; increase use of live streaming via the web, social media and telepresence technology; and improve the quality and variety of programs available through digital media Incorporate augmented and virtual reality elements into the TD Gallery program
	21	Expand access to collections and services promoting accessibility	<ul style="list-style-type: none"> Launch collection of Playaway all-in-one audiobook players, including a pilot for HLS customers Develop program options for adults with intellectual disabilities

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6: Transforming for 21st Century Service Excellence	22	Support open government and transparency by implementing the accountability framework for the strategic plan (2017-2019)	<ul style="list-style-type: none"> • Advance the accountability framework for the strategic plan including balanced scorecard and key performance indicators to support public reporting and accountability leveraging existing work in the public library sector including Edge and Impact Study Project Outcome for programming • Launch a toolkit to establish benchmarks for technology access and training for the Ontario Public Library community • Support Business Intelligence and Analytics initiative through deployment of technology solutions
	23	Support good governance and accountability	<ul style="list-style-type: none"> • Review results of Board Evaluation survey and implement appropriate strategies • Develop a risk assessment plan for Toronto Public Library • Continue to provide Board education on key issues, and services offered
	24	Lead advocacy and civic engagement efforts to support the Library's and the City's strategic directions	<ul style="list-style-type: none"> • Update key policies in the areas of financial control • Continue to advocate for fair and equitable access to eContent for TPL and other Canadian libraries • Launch a 'Civil Society' program series to explore the social, political and ethical issues impacting societies, and the role that public libraries play in contributing civil societies.
	25	Develop and implement strategies to measure staff engagement and improve communication.	<ul style="list-style-type: none"> • Conduct employee engagement survey, create a communication and training plan to address results • Implement a new intranet to promote staff engagement, learning and communication

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	26	Achieve efficiencies through capital investment in technology. Focus service desk efficiencies and improvements to business processes	<ul style="list-style-type: none"> • Improve efficiency of customer interaction through fines payment at self-checkout terminals • Introduce mini-sorters at Albion, Lillian H. Smith and Scarborough Civic Centre branches • Replace public, staff and shared printers, scanners, fax machines and copiers with more efficient Multi-Function Devices, and improved payment processes for public printing • Replace HRIS, TAS, Payroll System • Purchase to Pay system implementation • Convert the landline system to VOIP (Voice Over Internet Protocol) at large locations
	27	Develop and implement a new customer service model that meets customer needs and incorporates digital literacy and technology support as a core public service.	<ul style="list-style-type: none"> • Develop vision for digital literacy and technology support as a core service expectation and develop staff knowledge of and comfort with STEM programming and innovation • Roll out the Employee Code of Ethics and ethical framework policies, including training and communication to all employees • Utilize an employee engagement survey and explore the City's job quality assessment tool • Develop and implement a Digital Privacy initiative, training staff and supporting customers in knowledgeably managing their online activity
	28	Re-launch Toronto Public Library's Fundraising priorities to align and support the strategic plan	<ul style="list-style-type: none"> • Work with Foundation to establish their 2017-2019 fundraising priorities and framework to advance strategic plan initiatives. Move forward with a new funding framework to support major transformational gifts and the vibrancy and sustainability of existing priorities through the Toronto Public Library Fund