



Digital Strategy – Update

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TPL's Digital Strategy

What we've previously talked about...

Current Digital Environment at TPL

Toronto Public Library is a \$200 million organization with over 2,000 employees and serves the public from 102 locations across Toronto.

Deployed technology includes:

- Over 4,000 PCs for public and employee use
- High end processing equipment for graphic design, 3D printing, etc.
- Self serve check out at all branches
- Free internet and WiFi at all branches
- Online and Mobile channels including Lending, Learning, &
- Complete backoffice technology solutions including: Financial Collaboration, Call Centre

The technology landscape around TPL is changing rapidly:

- Evolving demographics and user expectations
- Technology industry capabilities
- The changing role of the library in our communities

TPL must develop a strategy for how it will meet user's technology with ensuring efficient and effective operations.

Digital Services and Emerging Technology Team

To begin executing on the Digital and Technology strategy, changes must be made to the Digital Services and Emerging Technology organization.

- eServices**
 - Manages data finance processes
 - Ensuring data quality
 - Privacy controls in place
 - Manages technology projects of Customer interaction with TPL Centre, etc.)
 - Responsible for implementation of technology solutions
 - IT & Analytics
- Information Management & CRM**
 - Responsible for all IT resource planning
 - Manages annual IT operating and capital budgets
 - Oversees all IT project management processes including reporting
 - Responsible for development of enterprise architecture
- Planning, Portfolio & Architecture**
 - Manages all Employee facing technology
 - Manages IT Service Desk
 - Responsible for implementation of employee systems and technology
- Operations & Support**
 - Manages all technology infrastructure (e.g. Data Centre, Network, Hardware, Security, etc.)
 - Manages infrastructure relationships with vendors
- Technology Infrastructure**
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What does TPL's Strategic Plan mean for Digital?

TPL's Strategic Plan must be the principle guide in the development of a Digital Strategy

Strategic Priorities 2016-2019

- Advancing our Digital Platforms
- Breaking down barriers to access and driving inclusion
- Expanding access to technology and training
- Establishing Toronto public library as Toronto's centre for lifelong and self-directed learning
- Creating community connections through cultural experiences
- Transforming for 21st century service excellence

Strategic Technology Outcomes

- A Modernized Customer Experience**

Customers can access Channels, Products and Services in the way they feel most comfortable

 - In Branch
 - Online
 - Mobile
 - Programs
- Partnered with the Technology Community**

TPL leverages the technology community in the city to enable and enhance its services

 - Not for profit
 - Community
 - Private Industry
- Transformed Backoffice Infrastructure**

An efficient and effective back of house operation enabled by updated applications, processes, and training

 - Office productivity
 - Enterprise systems
 - Information Management
 - Technology infrastructure

What must TPL do to achieve these outcomes?

Toronto Public Library's Digital Strategy

The TPL Digital Strategy modernizes the customer experience, makes it nimble, responsive and efficient through strategic partnerships, and infrastructure

Digital Requirements

- Be where our Customers are – Mobile, Online, Branch, Community, Home, for Service Delivery, Customer Engagement & Support
- A Customer's interaction is convenient and seamless across all its channels
- Digital Services are relevant, current, and of high quality
- Allow for as many products and services to be available in as many relevant channels as possible supported by relevant information
- Information is available to our employees for decision making
- Manual processes are automated
- Existing technology is delivered to its fullest capabilities
- Technology is delivered in a nimble, timely and agile way
- An employees' geographic location becomes less relevant
- It should be easy for employees to embrace new technologies and get maximum benefit
- TPL's staff are equipped to champion a modernized Customer Experience

Digital Strategy Focus Areas

- Creating the Omni Channel experience**
 - Seamless and Personalized
 - Services of choice delivered when and how customers want them
 - Web, Mobile, Apps, among other channels
- Accessing and Using Information**
 - Integrated view of and easy access to TPL's information
 - Business Intelligence & Analytics
 - Policy, privacy and security
- Leveraging the Cloud**
 - Realize benefits of technology commoditization
 - Agile, nimble and responsive technology environment
 - Focus on core library functions
- Investing in Employees**
 - Culture of innovation and delivery
 - Skills, tools and training
 - Speed to market
 - Business process re-engineering and change management

What must TPL do to achieve these outcomes?

Comparison of organizations. Define opportunities and challenges. Straw man design complete

forward?

Steps of the strategy will involve a four step process. While each step to be sequential, execution will happen continuously

- Current State Assessment**: Prioritize initiatives based on urgency and impact. Define tactics to begin achieving the desired end state. Clear budget and timelines delivered
- Consultations**: Gather feedback from multiple internal and external stakeholders to explore and test ideas
- Design & Architecture**: We are here. With an understanding of the current state and feedback from stakeholders, a desired end state is designed. Constraints are factored in
- Execute**: Execute the plan

Toronto Public Library's Digital Strategy

The TPL Digital Strategy modernizes the customer experience, makes the library more nimble, responsive and efficient through strategic partnerships, and transforms back office infrastructure

Digital Requirements

1. Be where our Customers are – Mobile, Online, Branch, Community, Home, for Service Delivery, Customer Engagement & Support
2. A Customer's interaction is convenient and seamless across all its channels
3. Digital Services are relevant, current, and of high quality
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11. TPL's staff are equipped to champion a modernized Customer Experience

Digital Strategy Focus Areas

Creating the Omni Channel experience

Accessing and Using Information

Investing in Employees

Leveraging the Cloud

Outputs

- Seamless and integrated customer experience
- Personalized and always connected
- Services of choice delivered when and how customers want them
- Web, Mobile, Apps, among other channels

- Integrated view of and easy access to TPL's information
- Business Intelligence & Analytics
- Policy, privacy and security

- Culture of innovation and delivery
- Skills, tools and training
- Speed to market
- Business process re-engineering and change management

- Realize benefits of technology commoditization
- Agile, nimble and responsive technology environment
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Creating the Omni Channel experience

- Seamless and integrated customer experience
- Personalized and always connected
- Services of choice delivered when and how customers want them
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Successes

- Piloted new and enhanced printing solution in branches
- Selected vendor for new Point of Sale solution for all 100 branches
- Designed self serve payment option in all branches
- Support of new hardware in support of emerging technology services across branches (e.g. DIH, Youth Hubs, etc.)
- Introduced new functionality to TPL.ca (including lists, account management, etc.)

Planned

- Ongoing introduction of new functionality to web and mobile
- Pilot and rollout of Point of Sale across 100 branches
- Rollout of new and enhanced printing solution in branches
- Design and implementation of CRM solution through the consolidation of Answerline and Room Booking

Accessing and Using Information

- Integrated view of and easy access to TPL's information
- Business Intelligence & Analytics
- Policy, privacy and security

Successes

- Created TPL Data Hub integrating 8 disparate databases to create a single view of interaction across customer touchpoints
- Piloted new Business Intelligence tool for access to consolidated data hub
- Supported business analysis and report generation of various business functions (e.g. PC usage, fines, etc.)
- Introduced new Data Governance processes enabling better management of data and its access
- Completed RFP for new Data Quality tool to enable better capture and management of data

Planned

- Continued additions of databases to TPL Data Hub
- Roll out of Business Intelligence tool to users of data
- Implementation of Data Quality tool
- Implement better capture mechanisms for various data across organization (e.g. HRIS, Room Booking, Loans, etc.)
- Continue to expand Open Data portfolio

Investing in Employees

- Culture of innovation and delivery
- Skills, tools and training
- Speed to market
- Business process re-engineering and change management

Successes

- Introduced new Video and Web conferencing solution for all branches and staff (Webex)
- Completed RFP for new Human Resources & Payroll Management
- Started conversion to new “Voice over IP” [VOIP] solution
- Launched new employee facing intranet including internal Social Media solution (Yammer)
- Introduced new sorters
- Introduced pilot for “Bring your own device” mobile solutions
- Aligned Digital & Technology management structure to better support Digital Strategy
- Began rollout of new high speed network to over half of TPL branches

Planned

- Launch new Human Resources & Payroll Management system
- Roll out of VOIP to additional TPL locations
- Launch of “bring your own device” program
- Explore Learning Management Solutions for employees aligned to city’s technology solution
- Continued roll out of High Speed network to improve branch connectivity

Next Steps

1. Execution and detailed planning for the 10 key programs and projects
2. Work with various stakeholders and partners to deliver in flight projects
3. Identify budget and resources required to deliver on gaps - ongoing
4. Continue executing on Digital & Technology Strategy - ongoing

Appendix - Estimated Costs (December 2017)

Budget estimates based on information currently available

Program & Project	Timeline	Estimated Budget
Customer Relationship Management	F2018 - F2019	\$1,400,000 One time \$270,000 Licensing
Transaction & Payment	F2017 – F2018	\$2,250,000 One time \$360,000 Licensing
Customer Hardware	F2016 – F2025	TBD
TPL.ca Refresh	F2018 – F2019	TBD
Data Analytics	F2017 - F2018	\$400,000 One time \$200,000 Licensing
Data Integration	F2018 – F2019	\$500,000 One time \$90,000 Licensing
Data Governance	F2018 – F2019	N/A
Office Productivity & Collaboration	F2016 – F2019	\$800,000 One time \$150,000 Licensing
Enterprise Resource Planning & Operations	F2017 – F2019	\$4,206,000 One time \$215,000 Licensing
Training, Planning & Communications	F2017 – F2020	TBD
Total		\$9,756,000 One time \$1,280,000 Licensing

One time costs are primarily capital and are being funded through existing budgets (i.e. TAMP, VBS) and new capital investments (e.g. Technology Efficiency, etc.)