Digital Strategy

Presentation to Library Board

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January 2017

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, & eCommerce
- Complete backoffice technology solutions including: Finance, HR, Employee Collaboration, Call Centre

The technology landscape around TPL is changing rapidly:

1. Evolving demographics and user expectations
2. Technology industry capabilities
3. The changing role of the library in our communities

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

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

1. A Modernized Customer Experience

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

- In Branch
- Online
- Mobile
- Programs

2. 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

3. 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 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
4. Allow for as many products and services to be available in as many relevant channels as possible supported by relevant information
5. Information is available to our employees for decision making
6. Manual processes are automated
7. Existing technology is delivered to its fullest capabilities
8. Technology is delivered in a nimble, timely and agile way
9. An employees' geographic location becomes less relevant
10. It should be easy for employees to embrace new technologies and get maximum benefit
11. TPL's staff are equipped to champion a modernized Customer Experience

Digital Strategy Focus Areas

Outputs

Creating the Omni Channel experience

- 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

Accessing and Using Information

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

Leveraging the Cloud

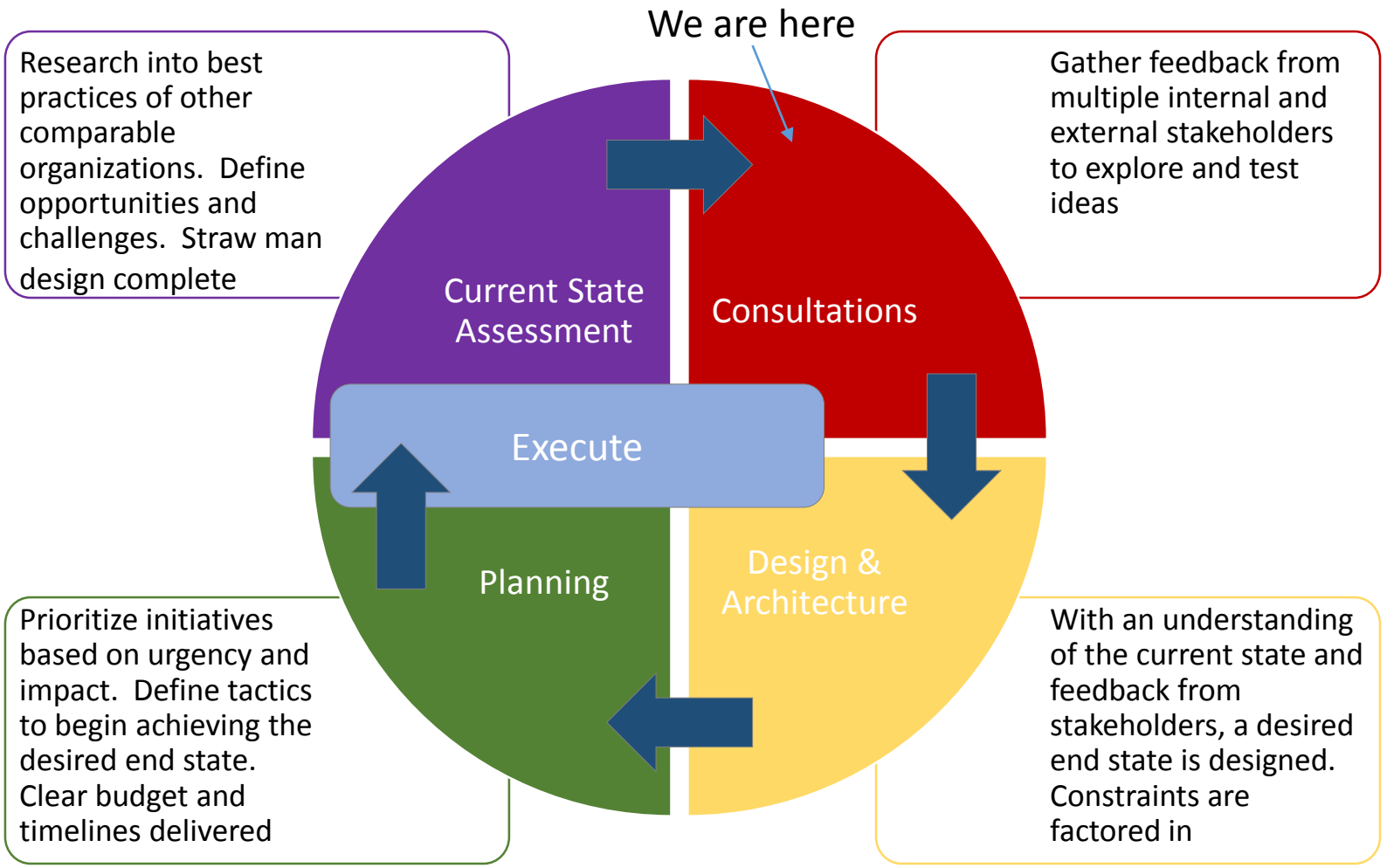
- Realize benefits of technology commoditization
- Agile, nimble and responsive technology environment
- Focus on core library functions

Investing in Employees

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

How do we move forward?

Achieving the outcomes of the strategy will involve a four step process. While each step of the strategy is meant to be sequential, execution will happen continuously



Next Steps

1. Socialize and consult with stakeholders
2. Identify partners to help guide and accelerate delivery
3. Continue with 2017 planning
4. Begin executing on Digital & Technology Strategy