STRATEGIC PLANNING STEERING COMMITTEE
TORONTO PUBLIC LIBRARY BOARD

AGENDA

Meeting No. 1: Tuesday, February 2, 2016, 5:30 p.m. to 7:00 p.m.
Toronto Reference Library, Board Room, 789 Yonge Street, Toronto

Members:

Ms. Dianne LeBreton (Chair)
Councillor Paul Ainslie
Councillor Ana Bailão
Mr. Ron Carinci
Ms. Lindsay Colley
Councillor Mary Fragedakis
Ms. Sue Graham-Nutter
Ms. Pam Laycock (TPL Foundation Representative)
Mr . Strahan McCarten
Ms. Archana Shah
Ms. Eva Svec

Closed Meeting Requirements: If the Strategic Planning Steering Committee wants to meet in closed session (privately), a member of the committee must make a motion to do so and give the reason why the Committee has to meet privately (Public Libraries Act, R.S.O. 1990, c P.44, s. 16.1).

1. Call to Order

2. Declarations of Conflicts of Interest

3. Approval of Agenda

4. Confirmation of November 30, 2015 Strategic Planning Steering Committee Meeting Minutes

5. Business Arising

6. Communications

7. Presentations

Item for Approval:

8. Strategic Plan 2016-2019: Key Messages and Communications Plan *90 minutes*

Attendant Care Services can be made available with some notice.

4.

MINUTES **Page 1**

Toronto Public Library Board – Strategic Planning Steering Committee
Meeting No. 3: Monday, November 30, 2015, from 5:30 p.m. to 7:00 p.m.
Toronto Reference Library, Board Room, 789 Yonge Street, Toronto

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Members Present:
Ms. Dianne LeBreton (Chair)
Councillor Paul Ainslie
Mr. Ron Carinci
Ms. Lindsay Colley
Ms. Pam Laycock (TPL Foundation Representative)
Mr. Strahan McCarten
Ms. Archana Shah
Ms. Eva Svec

Regrets:
Councillor Ana Bailão
Councillor Mary Fragedakis
Ms. Sue Graham-Nutter

SPSC Call to Order
15-017 Dianne LeBreton, called the meeting to order at 5:30 p.m.

SPSC Declarations of Conflict of Interest
15-018 There were no Declarations of Conflict of Interest by members of the Strategic Planning Steering Committee.

SPSC Approval of Agenda
15-019 ***Moved by*** *E. Svec:*
That *the Strategic Planning Steering Committee:*
1. approves the agenda.

Carried

Toronto Public Library Board – Strategic Planning Steering Committee
Meeting No. 3: Monday, November 30, 2015, from 5:30 p.m. to 7:00 p.m.
Toronto Reference Library, Board Room, 789 Yonge Street, Toronto

SPSC 15-020 Confirmation of October 7, 2015 Strategic Planning Steering Committee Meeting Minutes

Moved by *E. Svec:*
That *the Strategic Planning Steering Committee:*
1. confirms the Minutes of the October 7, 2015 Strategic Planning Steering Committee meeting.

Carried

SPSC 15-021 Communications

There were no Communications items at the November 30, 2015 Strategic Planning Steering Committee meeting.

SPSC 15-022 Presentations

Maureen O'Reilly, President, Toronto Public Library Workers Union, Local 4948 (CUPE) addressed the Committee regarding the Library's 2016-2019 Strategic Plan, including the importance of balancing traditional library services with new and emerging library technologies. She distributed a package of related materials.

Moved by *A. Shah:*
That *the Strategic Planning Steering Committee:*
1. receives the presentation from Maureen O'Reilly, President, Toronto Public Library Workers Union, Local 4948 (CUPE) regarding Toronto Public Library's 2016-2019 Strategic Plan for information.

Carried

Item for Information:

SPSC 15-023 Expanding Access, Increasing Opportunity, Building Connections – Toronto Public Library's Strategic Plan 2016-2019

Moved by *S. McCarten:*

That *the Strategic Planning Steering Committee:*

1. *receives the update on the consultation process to date for information as outlined in Attachment 1;*
2. *recommends the draft priorities, goals and outcomes to the Toronto Public Library Board for approval in December 2015 as outlined in Attachment 2;*
3. *recommends the draft key activities for 2016 and indicators to the Toronto Public Library Board for approval in December 2015 as outlined in Attachment 3; and*
4. *directs staff to create a public-facing version of the strategic plan and a communication plan for Toronto Public Library Board approval in January 2016.*

Carried

SPSC 15-024 Adjournment

Moved by *Councillor Ainslie:*

That *the Strategic Planning Steering Committee:*

1. *adjourns the November 30, 2015 Strategic Planning Steering Committee meeting.*

Carried

The meeting ended at 7:00 p.m.

Signed: _____

8.

STAFF REPORT
ACTION REQUIRED

Strategic Plan 2016-2019: Key Messages and Communications Plan

Date:	February 2, 2016
To:	Strategic Plan Steering Committee
From:	City Librarian

SUMMARY

The purpose of this report is to present the public-facing key messages and communications plan for *Expanding Access, Increasing Opportunity, Building Connections: Toronto Public Library's Strategic Plan 2016-2019*, along with information on the reporting of results.

RECOMMENDATIONS

The City Librarian recommends that the Strategic Planning Steering Committee recommends that the Toronto Public Library Board:

1. approves the public-facing key messages of the Strategic Plan 2016-2019, as outlined in Attachment 1;

2. approves the communications plan for the Strategic Plan 2016-2019, as outlined in Attachment 2; and

3. directs staff to implement the communications plan, report semi-annually on the status of strategic plan initiatives, and report annually on outcomes and achievements in the context of the Library's broad performance measures.

FINANCIAL IMPACT

The costs of creating communications materials relating to the Strategic Plan, including writing and printing of promotional handouts, information graphics and a comprehensive document, are estimated to be $5,000-$10,000 and are provided for in the 2016 operating budget.

The Director, Finance & Treasurer has reviewed this financial impact statement and is in agreement with it.

DECISION HISTORY

At its April 20, 2015 meeting, the Library Board approved the report *Creating a New Strategic Plan: 2016-2019.* http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/apr20/14.pdf

At its June 22, 2015 meeting, the Library Board approved the report *Strategic Plan 2016-2019: Draft Priorities and Consultation Plan.* http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/jun22/13a-spsc-strategic-plan-2016-2019-draft-priorities-and-consultation-plan.pdf

October 26, 2015 meeting, the Library Board approved the report *Strategic Plan 2016-2019: Draft Priorities, Outcomes and Results of Public Consultation to Date.* http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/oct26/10b-spsc-strat-plan-2016-2019-draft-priorities-outcomes-results.pdf

At its December 14, 2015 meeting, the Library Board approved the report *Expanding Access, Increasing Opportunity, Building Connections – Toronto Public Library's Strategic Plan 2016-2019.* http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/dec14/10c-spsc-strategic-plan-2016-2019.pdf

COMMENTS

Background

At its December meeting, the Library Board approved the draft priorities, goals, outcomes, indicators and key activities (Attachments 3 and 4) for *Expanding Access, Increasing Opportunity, Building Connections: Toronto Public Library's Strategic Plan 2016-2019* and directed staff to create public-facing messaging for the plan and a communications plan for Toronto Public Library Board approval in January 2016.

The Strategic Plan was developed by implementing a comprehensive consultation strategy approved by the Library Board. Over 3,000 Toronto residents, staff and stakeholders participated in the process. Key consultation tactics that informed the plan were a hybrid telephone/online survey of Toronto residents conducted by Forum Research, roundtables with library users and non-users in Neighbourhood Improvement Areas, and focus groups with library staff. The plan positions the library for the future, responds to new and emerging trends in the service environment, and aligns with key City and Provincial strategies relating to poverty reduction, youth, newcomers, seniors and culture.

Key Messages:
Expanding Access, Increasing Opportunity, Building Connections (Attachment 1)
The Key Messages document is targeted to users/stakeholders and is outcome-focused. Overarching outcomes for the Strategic Plan have been added: increased engagement with

the Library by users, advocates, partners and funders, and the value of library services to the City of Toronto as a whole.

The Key Messages are structured under the Strategic Plan's three broad themes of access, opportunity and connections. In clear and accessible language, each section articulates the key issues, trends and customer needs the Library is responding to; the outcomes the Library is committing to achieving; and the difference that will be noticeable from the customer's/stakeholder's perspective.

Measures of success are included in the Key Messages document for 2016 and future years. Over the four-year implementation of the plan, there will be increased emphasis on developing and reporting success measures and broad outcomes for the themes and specific activities. This strategic focus on outcomes reflects an increased commitment on the part of TPL and the broader library community to develop increased capacity to track and report on the outcomes of services.

For TPL, work on outcomes began with *So Much More*: *The Economic Impact of Toronto Public Library on the City of Toronto* and will expand to include the impact of library services on the educational, work, social and personal goals of residents and communities of diverse backgrounds. Working with library staff and the library sector, by 2019 TPL will have increased capacity to develop and report on outcomes, supporting service excellence, public accountability and transparency, partnership development, advocacy and fundraising efforts by the Library.

Communications Plan:
Expanding Access, Increasing Opportunity, Building Connections (Attachment 2)

The objectives of the communications plan are to inform key audiences about the Library's strategic priorities for 2016-2019, increase awareness of library services among users and non-users, and encourage people to engage with the Library in-branch and online. Audiences are defined as both internal and external stakeholders, and include staff, the Toronto Public Library Foundation, Toronto residents, participants in the strategic plan consultation process, community and corporate partners and potential funders.

A number of strategies and tactics will generate awareness and interest in the Strategic Plan priorities and outcomes, including a media strategy (traditional and online), online presence, promotional materials and a tool kit for staff engaging with external stakeholders. The Strategic Plan section of the TPL website will be redesigned and content reorganized for easier access and an improved user experience. Promotional pieces will be developed, including a handout, info graphic and expanded version of the plan with more detailed information about the needs and impact of expanded services offerings under the Strategic Plan's priorities. These tools will focus on the outcomes and benefits for Torontonians, and will support outreach and engagement activities with residents, funders, and other stakeholders. An internal toolkit for staff consisting of a presentation and the Key Messages document will be distributed.

The proposed schedule for implementation of the various strategies and tactics of the communications plan is March to May 2016.

Implementation and Next Steps Outcomes, Indicators and Accountability:
Semi-annual reporting of the status of strategic plan activities and annual reporting on outcomes and indicators will support transparency and accountability in achieving results. Reporting on outcomes and indicators will begin in 2016 and will expand over the four years as annual strategic work plans are developed and implemented. Outcomes include both quantitative and qualitative measures to ensure that library services are relevant, efficient and of high quality. Proposals before the Board, including capital and operating budget submissions, policy and service directions will include a statement of how they align and support the Library's strategic priorities.

CONCLUSION

The creation of a new strategic plan is key to delivering library services that reflect the changing needs of Toronto residents. Clear key messages and a comprehensive communication strategy will engage staff, residents, communities, partners and funders in understanding the Library's strategic priorities and in achieving results. A commitment to reporting on results regularly will focus organizational resources and efforts on achieving outcomes and will support accountability and transparency.

Successful implementation of the plan will transform service delivery, build support and usage, and achieve the overarching outcome of the plan of empowering Torontonians to thrive in the digital age and global knowledge economy.

CONTACT

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SIGNATURE

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Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Strategic Plan 2016-19: Key Messages
Attachment 2: Strategic Plan 2016-19: Communications Plan
Attachment 3: Strategic Plan 2016-19: Priorities, Goals, Outcomes
Attachment 4: Strategic Plan 2016-19: Key Activities for 2016 and Key Indicators

Strategic Plan 2016-19
Public-Facing Key Messages

Toronto Public Library Strategic Plan 2016 – 2019

expanding **access.** increasing **opportunity.** building **connections.**

Toronto Public Library empowers Torontonians to thrive in the digital age and global knowledge economy. With expanded access to technology, lifelong learning, and diverse cultural and leisure experiences, online, in branches and in community locations, Torontonians have increased opportunities for growth and success, and stronger connections to each other and to their communities. TPL enables this by being agile, innovative, and future-focused, with the capacity and resources to deliver high-quality, customer-focused services where, when and how our customers need them. Partnerships and private sector funding will be key to the success of this plan.

The Priorities

1. Advancing Our Digital Platforms

We will be a model of excellence in digital service delivery in the public sector, with digital platforms that offer a full range of services to Toronto communities and residents, and deliver exceptional customer experiences at every point of need.

2. Breaking Down Barriers to Access, Driving Inclusion

We will break down barriers to access so that Torontonians from all walks of life have easy, local access to library services they want and need.

3. Expanding Access to Technology and Training

We will provide access to current and emerging technology, training and expertise to promote digital literacy and inclusion.

4. Establishing TPL as Toronto's Centre for Continuous and Self-Directed Learning

We will be the institution of choice for continuous, lifelong and self-directed learning, where Torontonians of all ages and at all stages can extend and enhance their education and access to information, both online and in neighbourhoods across the city.

5. Creating Community Connections through Cultural Experiences

We will provide access to a range of local and city-wide cultural experiences that engage residents and help them feel connected to their community.

6. 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.

The Overarching Measures of Success

1. **Increased engagement** with the Library by four key audiences:

   Users: increase in usage and participation in key focus areas; actual and perceived value of the Library to their community

   Advocates: tone/quantity/value of engagement activities, writings, social media postings, etc. about the Library

   Partners: # of partnerships in areas of strategic focus; actual and perceived value of TPL collaborations to partner organizations, including government, cultural and educational institutions, businesses

   Funders: increase in funding by private sector and government to enable achievement of identified strategic initiatives

2. **Value** of increased access, opportunity and connections made through the Library to the City of Toronto as a whole.

access.

The Need

The fast pace of busy urban life has put time at a premium, and with changing patterns of work, study and school, Torontonians find it increasingly challenging to access service and participate in daily life. A barrier-free, personalized and customized omni-channel environment to access services, do transactions, and engage with others is no longer a “nice-to-have” but a “must-have”, especially for the more isolated and vulnerable residents of Toronto.

Easy access to educational, social and cultural resources and experiences is also not always available equally across the city, creating a success gap and limiting opportunities for people of all ages and at various stages of their lives.

The Outcome

Easy, local, convenient access

To a broad range of library collections and services

Where, when and how Torontonians of all ages need and want them

And an exceptional customer experience at every point of need

The Difference

- Fewer policy barriers and improved business processes to deliver more and better service online – e.g. membership, registration and card renewal
- Expanded branch hours, including more Sunday service
- Introduction of Pop-Up Learning Labs (PULLs) at branches & in communities across the city
- Responsive, mobile-friendly website
- Self-serve library kiosks and after-hours access at branches
- Increased awareness, discovery and engagement across library channels
- Easier access that is free, local, and available regardless of ethnicity, age, gender, sexuality, income, education or geography

The Measure of Success

Over four years:

- % increase in Library membership and use in targeted demographics, and neighbourhoods and services
- % users reporting that library technology, collections and services are convenient and easy to access
- Barriers to access identified and reduced, including awareness, location, service hours and channel

2016:

- # of services available through the Library's digital platforms
- % increase in use of online services including e-content
- # of service hours added
- % increase in overall satisfaction with quality of library service

opportunity.

The Need

Despite living in one of Canada's richest cities, many Toronto residents do not have equal economic, educational, health and social opportunities that are so critical to achieving prosperity, advancement and overall well-being. Access to information and pathways to learning can be "great equalizers" and are foundations for lifelong success. In the 21st century, access to opportunity is increasingly dependent on access to online information and services, current and emerging technologies, social connections, and supports for lifelong and self-directed learning.

The Outcome

Expanded access to current and emerging technology; new experiential, collaborative, and e-learning opportunities; and safe after school social and learning environments for children and youth

To help reduce the digital divide; expand Toronto's knowledge, skills, and networks; and engage learners of all ages

So that all Torontonians have the opportunity to reach their potential and achieve educational and life success

The Difference

- More digital innovation spaces and programs
- Internet hotspot lending
- New partnerships to deliver eLearning and distance learning programs and new online learning tools
- After school programs, camps and Youth Hubs available in more locations across the city

The Measure of Success

Over four years:

- Number and type of new learning opportunities offered through the Library
- # of residents reporting that TPL technology, training and learning experiences helped them to advance educational, employment and personal goals
- Impact of learning experiences at TPL on the city as a whole

2016:

- Utilization rate of relevant programs/services
- % of branches meeting technology benchmarks and standards
- % increase in user satisfaction with technology access and training
- Met target for user satisfaction with learning opportunities
- # and types of after school programs and camps available for children and youth

connections.

The Need

In today's busy, tech-dominated, omni-channel environment, people are expressing a growing feeling of isolation and an erosion of cross-cultural understanding, as they search for ways to come together to share information, ideas and experiences. This dearth of opportunities for meaningful connections is adversely affecting personal well-being, civic involvement, community engagement and overall social cohesion. And with cultural literacy an essential skill for success in a diverse, global society and creative economy, it is key that Torontonians have easy equitable access to local cultural opportunities that reflect the rich diversity of heritage and experiences across the city.

For businesses and technology, social and cultural organizations, a constrained funding outlook is driving innovation and collaboration, with a particular emphasis on partnerships both within and across industries and communities.

The Outcome

Vibrant, welcoming physical and virtual public spaces that act as community hubs

Connecting people with people, people with community, community with community, and the city as a whole

Through engaging cultural, creative, social and leisure experiences and opportunities

That are animated and facilitated by library staff, community partners and collaborators

To foster social inclusion and an appreciation of Toronto's vibrancy and diversity.

The Difference

- 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.
- World class literary programming accessible through livestreaming and interactive social media
- Access to expert literary advice, user ratings, and lists
- New and refreshed cultural partnerships that increase exhibit and engagement opportunities

The Measure of Success

Over four years:

- Utilization rate of physical and virtual library space
- Satisfaction with physical and virtual library space
- % of residents reporting they feel more connected to their community through TPL programs and services
- Residents reporting that a connection to an experience, person, or community made through the Library was valuable to them
- Impact of cultural experiences at TPL for Toronto
- Total number of partnerships, including existing ones maintained and extended

2016:

- % increase in cultural programming and initiatives that increase community connections
- Reduced average wait time for print and e-books
- % increase in user satisfaction with programs, selection and quality of print and e-collections, and access to collections and readers' advisory services
- # of new partnerships established

Communications Outline for Strategic Plan 2016-2019

SITUATION

Toronto Public Library is creating a new **Strategic Plan 2016-2019: Access. Opportunity. Connections.** that will guide the Library over the next four years. More than 3,000 residents participated in the consultation process, sharing ideas about the future of library service in branches, online and in the community.

Strategic plan priorities, goals and outcomes have been approved by the Toronto Public Library Board. After research and consultation, the six priority areas of the new plan are:

1. Advancing Our Digital Platforms
2. Breaking Down Barriers to Access, Driving Inclusion
3. Expanding Access to Technology and Training
4. Establishing TPL as Toronto's Centre for Continuous & Self-Directed Learning
5. Creating Community Connections through Cultural Experiences
6. Transforming for 21st Century Service Excellence

The Library's new strategic plan presents an opportunity to raise awareness about the Library's service and transforming role in the community.

OBJECTIVE

- Inform key audiences about the Library's strategic direction, where the Library is headed, what they can expect
- Increase awareness of library services among users and non-users (encourage non-users to register for a library card)
- Encourage people to engage with the Library in-branch and online
- Engage and influence donors and private sector funders to contribute to the Library's success

CONSIDERATIONS

- Simple, compelling language should be used in all communications. Consider focus on key activities or directions instead of "strategic plan" language, depending on audience.

AUDIENCES

Internal

- Staff
- Foundation
- Board
- Union

External

- Library customers
- Participants in strategic planning consultation process
- Toronto residents
- Municipal & provincial politicians, policymakers and bureaucrats
- Other libraries and library associations
- Community and corporate partners
- Donors and private sector funders

KEY MESSAGES

- Refer to Strategic Plan 2016-2019 Public-Facing Key Messages document

COMMUNICATIONS STRATEGIES & TACTICS

Website (all audiences)

Similar to TPL's previous strategic plan, the Strategic Plan 2016 – 2019 website will communicate the Library's strategic priorities and related actions and outcomes in clear, accessible language. The website will be updated on a monthly basis with activities and accomplishments, so that key audiences can see the Library's strategic plan in action, and track its progress. Related documents (e.g. Economic Impact Study, Public Survey Results, Infographic, etc.) will also be easily accessible from this area of the website.

Promotional handout (TPL customers, Toronto residents, community partners, donors)

This concise, promotional piece will communicate in simple, positive and accessible language what the library is committing to accomplish over the four years of the plan, and the difference that will make. It will also invite Toronto residents and library customers to engage with the Library in-branch, online and in the community. The handout will be distributed through library branches and can be used as an outreach tool as well.

Infographic (all audiences)

The existing infographic that the library uses for promotional and informational purposes will be updated with new statistics from the 2015 Public Survey conducted by Forum Research, and from an updated Economic Impact Study to be done in Q1/2016. The infographic will be made available through TPL's digital channels and printed copies will also be provided for distribution as needed.

Traditional and New Media (all audiences)

A comprehensive media strategy will be developed to generate awareness and interest in the Library's strategic plan priorities, activities and outcomes. A traditional and online editorial calendar will be developed to pitch stories to media, and promote content online (blogs, social media). Stories will highlight library initiatives that deliver on strategic plan priorities, and will focus on outcomes and benefits to Torontonians.

Comprehensive strategic plan document (Provincial and municipal politicians, policymakers and staff; Community and corporate partners; donors and private sector funders)

Similar to TPL's previous strategic plan, a comprehensive strategic plan document will be created that provides greater context for and details about the plan, including: key city, environmental and library service trends that influenced the plan's strategies and outcome measures; as well as the consultation process. The document will be made available in print and as an accessible PDF on the Library's website, for distribution to key stakeholders, as needed.

Internal Communications toolkit (for staff)

- **A TPL Strategic Plan Key Messages document**, which will provide staff with language and positioning of the strategic plan to help them communicate its value and relevance to key stakeholders.
- **A Powerpoint presentation** that provides details about the strategic plan, including: the strategic priorities, goals and outcomes of the plan; high level priority actions planned for 2016; and an overview of the consultation findings, environmental scan, context and trends that informed the plan. The presentation can also be adapted and used by staff to communicate about the strategic plan to external stakeholders.

Fundraising toolkit (donors and private sector funders)

Outreach pieces and templates for fundraising proposals incorporating strategic plan key messages and library brand positioning, specifically tailored to donor and funder audiences.

All communications tactics will be tracked to measure interest and engagement.

SCHEDULE

Tactic	Date
Website	March/April
Promotional Handout	March
Infographic	March
Traditional & New Media	March
Internal Communications Toolkit	March
Comprehensive Strategic Plan Document	April/May
Fundraising toolkit	April/May

Attachment 3

TORONTO PUBLIC LIBRARY

Read. Learn. Create. Deliver

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 which 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.

Strategic Plan 2016 – 2019

Expanding Access, Increasing Opportunity, Building Connections

1 **ADVANCING OUR DIGITAL PLATFORMS**

2 **BREAKING DOWN BARRIERS TO ACCESS, DRIVING INCLUSION**

3 **EXPANDING ACCESS TO TECHNOLOGY AND TRAINING**

4 **ESTABLISHING TPL AS TORONTO'S CENTRE FOR CONTINUOUS AND SELF-DIRECTED LEARNING**

5 **CREATING COMMUNITY CONNECTIONS THROUGH CULTURAL EXPERIENCES**

6 **TRANSFORMING FOR 21ST CENTURY SERVICE EXCELLENCE**

1 ADVANCING OUR DIGITAL PLATFORMS

We will be a model of excellence in digital service delivery in the public sector, with digital platforms that offer a full range of services to Toronto communities and residents, and deliver exceptional customer experiences at every point of need.

GOALS

1. Remove policy barriers and redefine business processes to deliver more and better services online
2. Integrate our digital and branch platforms to provide a seamless user experience, with easy links to face-to-face support
3. Collaborate with public and private partners to drive innovation and improve service delivery
4. Create new digital tools and approaches to broaden public and user engagement

OUTCOMES

- Torontonians have easy and convenient access to library service at their point of need
- Online and self-service transactions are easy to use and available when, where and how customers want and need them
- TPL is a leader in providing digital services with high public adoption and satisfaction levels

2 BREAKING DOWN BARRIERS TO ACCESS, DRIVING INCLUSION

We will break down barriers to access so that Torontonians from all walks of life have easy, local access to the library services they want and need

GOALS

5. Increase membership and use by addressing barriers related to fines and fees
6. Develop targeted marketing and outreach strategies to educate and raise awareness of relevant library services at the customer's point of need
7. Increase access to in-branch services and spaces through responsive service hours and new options to expand public and community space
8. Advance State of Good Repair projects to provide welcoming, well-maintained and efficient public space
9. Support key City of Toronto priorities and strategies including Poverty Reduction, Youth Equity, Seniors and Middle Childhood

OUTCOMES

- Toronto residents are more aware of library services relevant to them, at their point of need
- Policy framework removes barriers to access
- Toronto residents have easy and convenient access to services
- Library open hours are responsive to community needs and usage patterns

3 EXPANDING ACCESS TO TECHNOLOGY AND TRAINING

We will provide access to current and emerging technology, training and expertise to promote digital literacy and inclusion

GOALS

10. Meet or exceed public expectations and demand for technology to support school, work and daily life
11. Offer access to new and emerging technologies to support innovation, entrepreneurship and creativity
12. Develop new partnerships to support access to emerging technologies, software and expertise
13. Increase access to one-on-one, group and outreach training and learning opportunities

OUTCOMES

- Torontonians have access to technology and training to support education, employment, entrepreneurship, health and wellness, government, civic engagement, and social inclusion
- TPL meets benchmarks and standards for the distribution of branch technology based on user needs
- Geographic equity of access to leading edge technology
- Public/private partnerships established to support access to emerging technologies and expertise

4 ESTABLISHING TPL AS TORONTO'S CENTRE FOR CONTINUOUS AND SELF-DIRECTED LEARNING

We will be the institution of choice for continuous, lifelong and self-directed learning, where Torontonians of all ages and at all stages can extend and enhance their education and access to information, both online and in neighbourhoods across the city

GOALS

14. Offer broad access to experiential, collaborative, mentored and networking learning opportunities in response to the different ways people learn and the unique needs of local communities

15. Build capacity to deliver elearning, and interactive distance learning services

16. Support children and youth with enriched after school and out of school environments and programs for learning and discovery

17. Help learners of all ages build competencies in multiple literacies

OUTCOMES

- Residents gain the knowledge, literacy skills and networks to enrich their education, work life and leisure experiences
- Participation in library learning opportunities reflects people of all ages, including seniors
- Toronto residents have access to tools and instruments
- School age children and youth are better supported with enriched activities during after school hours

5 CREATING COMMUNITY CONNECTIONS THROUGH CULTURAL EXPERIENCES

We will provide access to a range of local and city-wide cultural experiences that engage residents and help them feel connected to their community

GOALS

18. Create online and in-branch environments that connect neighbourhoods and communities, offering opportunities for partnerships, civic engagement and resident participation

19. Connect creative communities with new technology to help them share their stories and cultures with other Torontonians

20. Facilitate new ways for Torontonians to share their love of reading

21. Build diverse collection in a variety of formats in response to changing community needs

OUTCOMES

- Toronto Public Library connects residents across the city through engaging cultural experiences
- Toronto residents have access to programs and activities to support and enhance diverse cultural experiences, especially locally and in their neighbourhoods
- TPL collections reflect the cultural interests and needs of a diverse Toronto population

6 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.

GOALS

22. Align our organizational structure and resources to advance our strategic plan goals, including service innovation, continuous improvement and sustainability

23. Leverage digital infrastructures including cloud, business intelligence and social media technologies to efficiently deliver great customer service experiences

24. Empower and equip staff with the training and tools to deliver future-focused services

25. Support the Toronto Public Library Foundation in achieving ambitious fundraising goals

26. Cultivate staff engagement opportunities with a 360 approach to input and feedback

OUTCOMES

- Residents have improved access to world class library service and customer experiences online, in library branches and in community locations
- TPL has the staff and resources to deliver strategic outcomes
- TPL staff supported with training and resources to deliver high quality programs and services

KEY PRIORITY	KEY 2016 ACTIVITIES	KEY INDICATORS
1 ADVANCING OUR DIGITAL PLATFORMS	**1.** Digital Strategy developed and endorsed by the Board to create an excellent, integrated customer service experience online and in library branches. **2.** Policy review supports the delivery of digital services **3.** New user-centered online services launched for 2016 – Responsive Account – Borrower history and lists in response to customer demand – Online membership, registration & card renewal – Responsive mobile-friendly website – Children's website for ages birth-5 launched with new features e.g. digital story time, or app – Content Strategy advanced to create more relevant and meaningful online experiences	**#** of services available through the digital platform **%** increase in use of self-serve transactions including registration, renewal, fines payment, and self-service access to branches **%** increase in use of online services, including econtent **%** utilization in accessing services from mobile devices **%** Torontonians who are highly satisfied with the usability and convenience of the Library's online services
2 BREAKING DOWN BARRIERS TO ACCESS, DRIVING INCLUSION	**4.** Library's policy on fines and fees reviewed to support equity and inclusion **5.** Marketing strategy to promote children's membership, with targeted outreach in TSNS 2020 neighbourhoods to achieve targets and outcomes **6.** Refined library brand identity supports awareness, discovery and engagement across service channels **7.** State of Good Repair program advanced to support accessibility, inclusion and quality of life in neighbourhoods across the city **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 **9.** Self-service library kiosk at Union Station and plan for self-service after hours branches ready to pilot in 2017 **10.** Pilot models for embedded librarianship and active resident engagement	**%** increase in awareness of library services in targeted demographics and neighbourhoods **%** increase in membership in targeted demographics and neighbourhoods **#** of blocked cards reduced in priority neighbourhoods **#** of service hours added **#** of library visits increased at branches with new hours

DRAFT KEY PRIORITY	DRAFT KEY 2016 ACTIVITIES	DRAFT KEY INDICATORS
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 **12.** Launch new Digital Innovation Hubs, and four pop-up learning labs available in library branches and communities across the city **13.** New Bookmobile extends technology, including wireless access, into communities **14.** Partnerships with industry technology leaders which leverage resources, increasing service quality and accessibility **15.** Digital hot spot lending pilot for targeted communities **16.** Innovative projects launched through strategic partnerships, e.g. TRL Virtual Reality Tour	**%** increase in technology use in library branches: computers, wireless **%** user satisfaction with technology access and training **%** of branches meeting technology benchmarks and standards **#** of residents accessing technology and training through the Digital Innovation Hubs Utilization rate of pop-up learning labs and kiosks in the community New partnerships established and results
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 **18.** Program outcomes and standards established in key areas: job search, entrepreneurial and mentoring networks **19.** Collections and resources include new online learning tools **20.** Plans for construction of new e-learning lab at North York Central developed **21.** Expansion of digital training capacity through Learning Centres **22.** Responsive to trends, including sharing economy through projects and programs such as tool, seed, kitchen and instrument lending libraries **23.** After school programs offered for children and youth: – 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 **24.** eLearning and interactive distance learning courses developed and piloted	**#** and types of learning opportunities, online and in branches, across the city and in targeted neighbourhoods **#** and types of projects, e.g. tool library and instrument lending library to participate in the sharing economy **#** and types of after school programs and camps available for children and youth Met target for utilization rate and user satisfaction of learning opportunities, of tool library, of instrument lending library and of after school programs

KEY PRIORITY	KEY 2016 ACTIVITIES	KEY INDICATORS
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 **26.** World class literary programming accessible through livestreaming and interactive social media to engage new audiences and build communities of readers **27.** Access to expert literary advice, user ratings and lists, build communities of interest **28.** New and refreshed cultural partnerships increase exhibit and engagement opportunities **29.** Chinese Community Archive in development with user generated content **30.** Assist in the settlement of Syrian refugees, in partnership with government & community partners **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	**%** increase in cultural programming and initiatives that increase community connections Reduced average wait time for print and e-books increase in user satisfaction with cultural programming and initiatives, selection and quality of print and e-collections, and access to collections and readers' advisory services
6 TRANSFORMING FOR 21ST CENTURY SERVICE EXCELLENCE	**32.** Organizational structure and resources realigned to support innovation and deliver on strategic plan outcomes **33.** Updated service delivery model to reflect future-oriented requirements for digital & branch platforms **34.** Participation in City's joint real estate redevelopment program provides increased revenue to fund state of good repair backlog **35.** Business Intelligence strategy advanced to understand and respond to customer needs **36.** Dedicated library resources to support the Toronto Public Library Foundation in achieving ambitious fundraising goals in support of strategic priorities **37.** Internal computer systems updated: Human Resources, Budgeting, Room Bookings **38.** Increase revenue with launch of new premium space rentals & promotion of community room rentals **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 **40.** Staff engagement activities including a survey are piloted **41.** Branch service benchmarks drive program offerings	**%** increase in overall satisfaction with quality of library service (Annual Survey) **%** of users who rate staff as knowledgeable and helpful **%** of staff who report high levels of engagement and have the skills and training to meet public service outcomes Increase in revenue from premium space and underutilized community room rentals

Strategic Plan 2016-2019
Defining & Measuring Outcomes

Strategic Plan Steering Committee

February 2, 2016

Boardroom, Toronto Reference Library

TORONTO PUBLIC LIBRARY

Expanding Access, Increasing Opportunity, Building Connections 2016-2019

Toronto Public Library empowers Torontonians to thrive in the digital age and global knowledge economy. With **expanded access** to **technology, lifelong learning, and diverse cultural and leisure experiences**, Torontonians have **increased opportunities for growth and success,** and **stronger connections.** Partnerships and private sector funding will be key to the success of this plan.

Strategic Plan 2016-2019

Outcome statements across each of the three high level themes

- Expanding **Access**
- Increasing **Opportunity**
- Building **Connections**

+ 2016 Measures & 4-year measures

The Overarching Measure of Success

Increased engagement with the Library by four key audiences:

1. Users
2. Advocates
3. Partners
4. Funders

Strategic Plan 2016-2019

Principles and Approach to Defining & Measuring Outcomes

- Learn by doing
- Theoretical and pragmatic
- Leverage ongoing and emerging work in the public library and non-profit sector

Strategic Plan 2016-2019

Ongoing and Emerging Work

- EDGE Initiative

  benchmarking toolkit for libraries to evaluate public technology services

- Collective Impact Model

  large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations.

Technology Impacts & Outcomes

Ontario Libraries Capacity Fund (OLCF)
Research and Innovation Project:
Technology Benchmarks and Outcomes

While public libraries' role in providing access to technology is understood by the public, there is no Ontario study that supports benchmarking, continuous improvement and measuring of outcomes and impacts.

Collective Impact

Technology Impacts & Outcomes

City of Toronto

Poverty Reduction Strategy recommendation:

- Expand digital access and literacy to ensure residents can effectively access programs and services online.

Examples of TPL's contribution:

- Free wireless and computers in every branch
- Digital Strategy to advance online service options
- Online learning tools
- Support for accessing e-government services online

Collective Impact

Technology, Learning & Connections Impacts & Outcomes

Ontario

Stepping Up: A Strategic Framework to Help Ontario's Youth Succeed

Priority Outcomes:

5: Ontario youth have at least one consistent, caring adult in their lives

7: Ontario youth achieve academic success

13: Ontario youth experience social inclusion and value diversity

19: Ontario youth have access to safe spaces that provide quality opportunities for play and recreation

20: Ontario youth know about and easily navigate resources in their communities

Collective Impact

Technology, Learning & Connections
Impacts & Outcomes

City of Toronto

Youth Equity Strategy

Poverty Reduction Strategy

Toronto Strong Neighbourhoods Strategy 2020

Collective Impact

Technology, Learning & Connections
Impacts & Outcomes

Examples of TPL's contribution:

Library Youth Hubs provide high quality, out-of-school time program for youth

- Homework help
- Technology support
- Nutritional support
- Mentors and a welcoming space to youth

Thank You

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