

Toronto Public Library Strategic Plan 2016-2019

2016 Key Activities - Q2 Status Report

PRIORITIES		2016 KEY ACTIVITIES	STATUS	DETAILS
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	Green 25%	Development work on Digital Strategy is underway.
	2	Policy review supports the delivery of digital services	Green 100%	Changes to Circulation and Collection Use Policy approved at March Board meeting.
	3	New user-centered online services launched for 2016:		
		* Responsive Account	Green 25%	Soft launch at end of July.
		* Borrower history and lists in response to customer demand	Green 25%	In planning stage.
		* Online membership, registration & card renewal	Yellow	Project plan being developed and conditional upon successful launch of Responsive Account.
		* Responsive mobile-friendly website	Green 75%	High use mobile-friendly pages launched, including Sign In, Place Holds, Search, Online Payment.
		* Children's website for ages birth-five launched with new features, e.g. digital story time, or app	Green 50%	Design complete; public service launch in Fall 2016.
		* Content Strategy advanced to create more relevant and meaningful online experiences	Green 25%	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%	Changes to Circulation and Collection Use Policy approved at March Board meeting.
	5	Marketing strategy to promote children's membership, with targeted outreach in TSNS 2020 neighbourhoods to achieve targets and outcomes	Green 25%	Planning underway on the packaging and promotion of the new Ready for Reading website, the launch of reduced fines levels for children, and the new TPL Kids branding.
	6	Refined library brand identity supports awareness, discovery and engagement across service channels	Green 25%	Research and planning for refined brand identity underway.
	7	State of Good Repair program advanced to support accessibility, inclusion and quality of life in neighbourhoods across the city	Green 50%	Three projects completed (Beaches, Eatonville, Northern District); seven projects underway.

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	8	Sunday service expanded to create year-round service at six District and two R&R branches, and added to six neighbourhood branches to provide seasonal Sunday service	Green 75%	Operating budget funding received; on track for July and September implementations; staffing and marketing plan in place.
	9	Self-service library kiosk at Union Station	Yellow	TPL work is complete; however construction delays at Union Station may delay kiosk installation.
		Plan for self-service after hours branches ready to pilot in 2017	Green 25%	Plan for self-service after hours at Swansea Memorial, Todmorden Room and St. Clair/Silverthorn developed; recommendations submitted for 2017 implementation.
	10	Pilot models for embedded librarianship and active resident engagement	Green 50%	Librarians to be embedded at Toronto Employment & Social Services office in Q3/16.
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 25%	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 75%	Digital Innovation Hub at Malvern SPOT to open in September. Four Pop Up Learning Labs launched April 2016; three additional PULLs to be launched in Q4/16.
	13	New Bookmobile extends technology, including wireless access, into communities	Green 50%	Bookmobile to be delivered August 2016.
	14	Partnerships with industry technology leaders that leverage resources, increasing service quality and accessibility	Green 25%	Terms of Reference for Innovation Council with public and private partners established. MOU with Cisco Canada in place. Partnership established with Google Canada for digital hotspot lending.
	15	Digital hotspot lending pilot for targeted communities	Green 100%	Funding received; program launch June 2016.
	16	Innovative projects launched through strategic partnerships, e.g. TRL Virtual Reality Tour	Green 50%	CISCO telepresence on track for launch in November. Virtual reality film footage for TRL plus TD gallery shot; editing in process. Project is in partnership with Digital Generals.

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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 50%	First pilot program delivered Q2; two more programs scheduled for Q3-Q4.
	18	Program outcomes and standards established in key areas: job search, entrepreneurial and mentoring networks	Green 25%	Target programs identified.
	19	Collections and resources include new online learning tools	Green 75%	New eLearning page added to TPL website, May 2016. Gale six-week online courses ready to launch in summer 2016, offering instructor-led courses including accounting, finance, business and management, entrepreneurship, and web design.
	20	Plans for construction of new e-learning lab at North York Central developed	Green 100%	NYCL Capital Plans include dedicated space for e-learning.
	21	Expansion of digital training capacity through Learning Centres	Green 50%	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. Downsview Tool Library: 181 members, 2,236 loans since May 2015, 1,187 items in inventory.
	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	Green 75%	Funding received; two new Youth Hubs at Maria A. Shchuka and Fairview on track for Fall 2016 launch
		* Camps and after school clubs for children ages six-12 available in additional branches	Green 75%	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	Yellow	Site visits to other libraries and education organizations underway; target user group profiles in development; identification of eLearning resources and partners ongoing.

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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 50%	Albion: in construction, schedule on track, expected completion Winter 2017. Agincourt: design complete, permits rec'd, construction commenced - expect completion Fall 2016. Wychwood: design complete, in for approval at the COT, expected site plan approval - Winter 2017. St. Clair/Silverthorn: design complete, in for approval at the COT, expected site plan approval Fall 2017. North York Central Library: design complete, construction starting early Summer 2016. Eglinton Square and Albert Campbell: on track.
	26	World class literary programming accessible through livestreaming and interactive social media to engage new audiences and build communities of readers	Green 50%	Podcast channel on SoundCloud and iTunes launched, featuring audio from select Bram & Bluma Appel Salon programs.
	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 50%	Planning for Canada 150 collaborative online project with U of T, Ryerson, AGO, ROM, City of Toronto Museums and others underway; funding application to support Phase I on track for June 30 submission.
	29	Chinese Community Archive in development with user generated content	Green 25%	Services Specialist hired, service plan developed, Advisory Committee in place.
	30	Assist in the settlement of Syrian refugees, in partnership with government & community partners	Green 100%	Through partnerships with leading community agencies, completed an extensive program of outreach visits, welcome events, information/training sessions to support Syrian refugees, January-May 2016.
	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 25%	Partners contacted and planning underway for launch of pilot in Fall 2016.
6. Transforming for 21st century service excellence	32	Organizational structure and resources realigned to support innovation and deliver on strategic plan outcomes	Green 75%	Senior management structure in place; plan for realigning staff resources underway.
	33	Updated service delivery model to reflect future-oriented requirements for digital & branch platforms	Green 100%	Service Delivery Model completed June 2016.
	34	Participation in City's joint real estate redevelopment program provides increased revenue to fund state of good repair backlog	Yellow	Presented to City with positive feedback; awaiting further updates.

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	35	Business Intelligence Strategy advanced to understand and respond to customer needs	Green 50%	Centre of Excellence data governance team established; Open Data policy approved at the board level; first generation BI dashboard established.
	36	Dedicated library resources to support the Toronto Public Library Foundation in achieving ambitious fundraising goals in support of strategic priorities	Yellow	Fundraising priorities developed for presentation to Board in September.
	37	Internal computer systems updated: Human Resources, Budgeting, Room Bookings	Green 50%	Human capital management solution RFP under development; Budgeting: reporting software installation complete; Room Bookings - Phase 1 complete.
	38	Increase revenue with launch of new premium space rentals & promotion of community room rentals	Green 50%	Spaces renovated as required, e.g. TRL Beeton Auditorium.
	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 75%	Continuous Professional Development for all librarians & orientation/training for first-year librarians introduced January 2016. Speaker Series, think tanks ongoing. Final report due Nov. 2016.
	40	Staff engagement activities including a survey are piloted	Green 25%	Staff Code of Ethics approved at Board level; development of engagement tools in progress.
	41	Branch service benchmarks drive program offerings	Green 75%	Program targets in place.