tpl : toronto public library

**STAFF REPORT
INFORMATION ONLY**

2019 Strategic Work Plan Final – Update

Date:	January 27, 2020
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide a final update for the 2019 strategic work plan, delivering high-level status updates on work plan initiatives for the concluding year of the 2016-2019 Strategic Plan.

The Library will implement the 2020-2024 Strategic Plan in Q1 of 2020, along with a new reporting process. Work is currently ongoing on the business planning process for 2020, to support improved prioritization and data driven decision making. This will replace the current process of reporting in-depth on work plan items. As part of this transition, the format of the attached work plan has been updated to only include high-level status updates.

The Library's Strategic Plan drives value for Toronto communities and residents though initiatives and actions that demonstrate commitment to change, 21st century service excellence, and working across sectors and with City partners to increase the impact of key City strategies.

FINANCIAL IMPACT

There is no financial impact beyond what has already been approved in the current year's budget.

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

EQUITY IMPACT STATEMENT

The 2019 strategic work plan and budget enhancements have been developed considering the City's Equity Lens, which ensures ongoing integration of access and

the removal of barriers for equity-seeking groups in the City of Toronto. The approach strives to achieve equitable outcomes for all, and that all benefit equally from programs and services delivered by the Toronto Public Library.

DECISION HISTORY

At its January 29, 2018 meeting, the Toronto Public Library Board approved the *2017 Strategic Work Plan Status Update and 2018-2019 Strategic Work Plan* report: https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2018/jan29/15-2017-strat-plan-work-plan-update-2018-2019-work-plan-combined.pdf

At its December 10, 2018 meeting, the Toronto Public Library Board approved the *2018-2019 Strategic Work Plan Status Update* report: https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2018/dec10/12-2018-2019-strategic-work-plan-status-update-combined.pdf

At its April 29, 2019 meeting, the Toronto Public Library Board approved the *Strategic Plan 2016-2019: Accountability Framework and 2018 Results* report: https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/apr29/18-strat-plan-2016-2019-accountability-framework-and-2018-results-combined.pdf

At its September 23, 2019 meeting, the Toronto Public Library Board approved the *2019 Strategic Work Plan Update* report: https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/sep23/20-2019-strategic-work-plan-update-combined.pdf
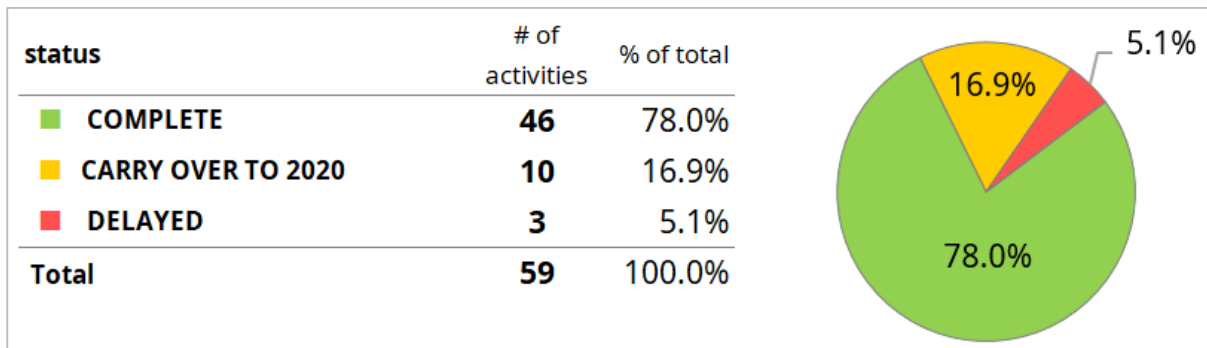
BACKGROUND

In November 2016, the Board approved the Library's Accountability Framework for the 2016-2019 Strategic Plan. The purpose of this framework was to guide the development, monitoring and reporting of the annual work plan for each of the four years from 2016 to 2019. It served as a reporting structure for the Board to monitor the progress of the strategic plan and provide guidance, and as a public facing reporting tool, to demonstrate openness and accountability. Reporting included semi-annual updates on work plan items, a balanced scorecard and a yearly strategic plan dashboard with outcomes. This report presents the year-end update on work plan items.

2019 STRATEGIC WORK PLAN

Year-End Status Highlights

There has been substantial progress in advancing the Library's 2016–2019 Strategic Plan in 2019. The attached work plan includes 24 high-level strategic initiatives, and is further subdivided into a total of 59 activities.

A total of 46 (78.0%) of the activities were completed in 2019, with 10 (16.9%) activities expected to be added to the 2020 business planning process, and three (5.1%) activities on hold or delayed.

status	# of activities	% of total
■ COMPLETE	46	78.0%
■ CARRY OVER TO 2020	10	16.9%
■ DELAYED	3	5.1%
Total	**59**	**100.0%**

2016-2019 Strategic Plan Balanced Scorecard

Reporting on the Library's Key Performance Indicators for the 2016-2019 Strategic Plan has been supported by the Balanced Scorecard. At the September 23, 2019 meeting, the Board received an updated mid-year Balanced Scorecard for 2019.

A final update on the scorecard for the 2016-2019 Strategic Plan will be presented to the Board in April 2020.

NEXT STEPS

Closing out the 2016-2019 Strategic Plan

To complete the reporting cycle for the 2016-2019 Strategic Plan and close out the plan, the balanced scorecard and dashboard will be presented to the Board in April 2020.

2020 Strategic and Business Planning Reporting Process

Looking ahead to the first quarter of 2020, the launch of the new 2020-2024 Strategic Plan will see the introduction of a new reporting and business planning process, building on the Library's experience in measuring customer-focused outcomes.

The new process will focus on enhancing the Library's use of accountability tools such as the Balanced Scorecard, from the initial role of the Key Performance Indicator

reporting tool, to that of an enabler of organizational alignment, strategic planning and prioritization. This will be a shift away from reporting on achievements of work-plan initiatives, towards the pursuit of a more developed, mature analytical approach to accountability.

The scorecard will map the Library's new customer-focused strategic goals for the next four years, and identify the interrelationships and key internal enablers that will help create value and have the most impact on delivering the outcomes of our strategic priorities. This change in process will be gradual, to allow for better organizational onboarding and account for any 2019 carry-over initiatives.

Library staff present the balanced scorecard objectives and key performance indicators to the Board for approval in February 2020.

CONTACT

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Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Strategic Plan 2016-2019: 2019 Strategic Work Plan

Initiatives and Activities	Q4 Status

Priority 1: Advancing our Digital Platforms

1.0	**Develop and implement an eLearning vision and services**	
1.1	A customer eLearning portal on tpl.ca	**DELAYED**
1.2	Establish and continue TPL's role as a CISCO NetAcademy partner, offering digital literacy and workforce development courses in partnership with City agencies and their clients	**COMPLETE**
1.3	Lead implementation of Google IT Support Professional Certificate Program at Toronto Public Library and three other Canadian public libraries.	**COMPLETE**
2.0	**Develop and implement the new Innovation Incubator initiatives**	
2.1	Pilot a digital storytelling program	**COMPLETE**

Priority 2: Breaking down barriers to access and driving inclusion

3.0	**Expand and enhance access to branches and services through increased open hours and providing customer-focused service at point of need**	
3.1	Sunday Service Enhancements for 2019 - Seasonal Sunday service at additional neighbourhood branches, prioritizing NIA communities	**COMPLETE**
3.2	Extended Open Hours pilot at Swansea and Todmorden branches	**COMPLETE**
3.3	Community Based Services - Wider implementation of community librarianship model across district and Research & Reference branches	**COMPLETE**
3.4	Open Hours Plan – Phase 1 is a 2019 service enhancement which is subject to funding approval: Adding Mondays as a service day which increases the band of weekly hours for 24 branches; and adding Sunday service at 26 branches. Late night hours (to 10:00 pm) will also be introduced at two Research & Reference and four District branches.	**DELAYED**
4.0	**Service and program development focus for 2018-2019, including associated staff training, will be for:**	
4.1	Seniors, in alignment with the Toronto Seniors Strategy	**COMPLETE**
4.2	Vulnerable Populations, including people experiencing homelessness, adults with intellectual disabilities, and incarcerated and recently released individuals	**COMPLETE**
4.3	Youth, with specific new focus on Young Adults (age 18–24)	**COMPLETE**
4.4	The Library as Civic Commons and Community Outreach and Engagement (COE) including civic engagement for the 2018 municipal election	**COMPLETE**
4.5	Accessibility services	**DELAYED**
4.6	STEM and online safety programming for children	**COMPLETE**

	Initiatives and Activities	Q4 Status
5.0	**Consult with selected language groups**	
5.1	Increase the use of French and multilingual collections based on public consultations and analysis of circulation trend: Review and rationalize the location, size, content and selection of collections, promote multilingual collections through targeted marketing to language communities, and improve discovery of the collections through increased and better meta data	**CARRY OVER TO 2020 BUSINESS PLANNING PROCESS**
6.0	**Create a new membership model and outreach plan to engage residents with a full range of library services and programs**	**COMPLETE**
7.0	**Develop and communicate a Facilities Master Plan as an overarching framework for Capital Project decision making which will prioritize infrastructure investments and identify capital requirements so that residents continue to enjoy state of the art library facilities**	**COMPLETE**
8.0	**Enhance access to facilities and physical spaces by:**	
8.1	Continue multi-year renovation initiatives	**COMPLETE**
8.2	Complete the business plan and establish implementation priorities for the Children's, Youth, and Digital Innovation Spaces Visions	**COMPLETE**
9.0	**Improve customer engagement and service delivery by creating email Marketing and Communications Strategy to engage residents with a full range of library services and programs**	**CARRY OVER TO 2020 BUSINESS PLANNING PROCESS**
10.0	**Create a content marketing, development and engagement strategy with editorial oversight across TPL's multiple channels to increase current and new user engagement**	**COMPLETE**

Priority 3: Expanding access to technology and training

11.0	**Implement TPL's Digital Literacy Vision, including:**	
11.1	Improved and expanded digital innovation services and branding through implementation of the new Digital Innovation Services Model	**COMPLETE**
11.2	Co-develop Digital Literacy Week with the City of Toronto, and implement TPL-wide initiatives for the week	**COMPLETE**
11.3	Develop and implement public programs on algorithmic literacy, artificial intelligence, and digital privacy	**COMPLETE**

Priority 4: Establishing TPL as Toronto's centre for lifelong and self-directed learning

12.0	**Implement Youth Hubs**	
12.1	Additional Youth Hubs at 2 locations for 2019	**COMPLETE**
13.0	**Expand our digital collection to include new and innovative products that appeal to the widest audience and promote the products through targeted outreach, including:**	
13.1	Investigate a multilingual ebook platform with a pay-per-use model	**COMPLETE**
13.2	Expand the use of eLearning resources through targeted outreach to business and government communities to engage current and new users.	**COMPLETE**
13.3	Introduce new formats and products that recognize and respond to diverse customer needs.	**COMPLETE**
13.4	Lead national advocacy campaign to raise awareness of access and pricing issues for ebooks and eaudiobooks.	**COMPLETE**

Initiatives and Activities	Q4 Status

Priority 5: Creating community connections through cultural experiences

14.0	**Start implementation of TPL's Indigenous Strategies with emphasis on:**	
14.1	Strengthen community relationships and consultation approaches	**COMPLETE**
14.2	Build Indigenous collections, including material in Indigenous languages, and improving access to them	**COMPLETE**
14.3	Incorporate Indigenous content into TPL Programming	**COMPLETE**
14.4	Create safe and culturally relevant spaces for the indigenous community	**CARRY OVER TO 2020 BUSINESS PLANNING PROCESS**
14.5	Introduce the decolonization of the Library's metadata for Indigenous materials	**COMPLETE**

Priority 6: Transforming for 21st century service excellence

15.0	**Pay for print rollout**	**COMPLETE**
16.0	**Push the TPL Data Hub to be a managed service**	
16.1	Move data warehouse from the test server where it is currently being piloted to a managed Cloud solution	**COMPLETE**
17.0	**Advance understanding of the outcomes and impacts of library services in Ontario by:**	
17.1	Take a leadership role in the public library sector to establish and advance outcome measures for 21st century service	**COMPLETE**
17.2	Provide access to Edge for all Ontario Libraries	**COMPLETE**
17.3	Lead implementation of the Bridge Technology Services Assessment Toolkit to measure digital inclusion and digital literacy	**COMPLETE**
18.0	**Drive organizational transformation through strategic review of services, effective resource allocation, and development of staff, to support delivery of exceptional customer experiences.**	
18.1	Introduce Change Management framework and training initiatives	**COMPLETE**
18.2	Implement Learning Management System (LMS) to support success in staff development initiatives	**CARRY OVER TO 2020 BUSINESS PLANNING PROCESS**
18.3	Implement staff development program responsive to results of staff engagement survey	**CARRY OVER TO 2020 BUSINESS PLANNING PROCESS**
18.4	Implement branch staffing model to ensure equitable service levels across the city	**COMPLETE**
19.0	**Advance the Digital Strategy to create the omni channel experience**	
19.1	Continue to build a strategy on how TPL delivers web- and mobile-based services on TPL.ca, and determine an appropriate sourcing plan for delivery of web services	**CARRY OVER TO 2020 BUSINESS PLANNING PROCESS**

	Initiatives and Activities	**Q4 Status**
19.2	Improve the customer experience and streamline processes by providing a digital solution for suggestions for the collection	**CARRY OVER TO 2020 BUSINESS PLANNING PROCESS**
19.3	Enhance e-services and technology access in branches	**COMPLETE**
19.4	Implement a new digital platform for TPL's Digital Archive	**COMPLETE**
19.5	Continue development of the Canadian Chinese Archive	**COMPLETE**
19.6	Launch a middle childhood website and redevelop the TPL Teens site	**COMPLETE**
19.7	Align social media strategies with the Library's Strategic Plan 2016-2019 under the five service pillars to reach new audiences and engage residents with a full range of library services and programs	**COMPLETE**
20.0	**Transform the back office infrastructure:**	
20.1	Achieve efficiencies though capital investment in technology	**COMPLETE**
20.2	Focus service desk efficiencies and improvements to business processes	**COMPLETE**
20.3	Integrated Payment, Technology Operational efficiencies Phase 1 and 2 (which includes VOIP and sorters, Customer Relationship Management and Room Booking)	**CARRY OVER TO 2020 BUSINESS PLANNING PROCESS**
20.4	Implement Human Capital Management System (HCM)	**COMPLETE**
21.0	**Develop and implement a strategic framework that reflects and advances the omni-channel customer experience, to provide customer-focused services that are agile, innovative and future-focused, and to transform the Library's capacity and culture to deliver exceptional customer experiences how, when and where our customers want and need them**	
21.1	Provide customer-focused services that are agile, innovative and future-focused. Transform the Library's capacity and culture to deliver exceptional customer experiences how, when and where our customers want and need them	**COMPLETE**
21.2	TPL Experience 360 - initiative to inform and transform our customer experience and brand	**COMPLETE**
22.0	**Answerline and Room booking modernization**	
22.1	Streamline TPL Customer Support processes by introducing a single integrated customer support function	**CARRY OVER TO 2020 BUSINESS PLANNING PROCESS**
23.0	**Develop the new Strategic Plan for 2020-2024**	**COMPLETE**
24.0	**Develop an integrated staff engagement and communication strategy to support the successful rollout and adoption of strategic plan initiatives.**	**CARRY OVER TO 2020 BUSINESS PLANNING PROCESS**