

2025-2029 Strategic Plan Measurement Framework

	Social connection, civic engagement and democracy	Shared community spaces	Learning and growth	Awareness and availability
Customer objectives and outcome metrics	C1.1 Increase opportunities for greater social connection and community building Percentage of participants who report feeling a stronger sense of social connection	C2.1 Accelerate enhancements of existing library spaces Average score for branches meeting Service Delivery Model criteria	C3.1 Increase literacy rates among children and youth Percentage of participants who report increased confidence in their literacy skills	C4.1 Increase awareness and service use among current library users Service use rate among current library users
Customer objectives and outcome metrics	C1.2 Widen civic participation in civic dialogue Percentage of participants who report feeling more motivated to participate in civic activities	C2.2 Create welcoming and collaborative spaces Net Promoter Score of library customers who would recommend the library spaces to others	C3.2 Develop life skills and economic resilience Percentage of participants who report increased confidence in managing their finances, career development, wellness and life skills	C4.2 Expand availability of library services Number of visits to branches with extended hours

	Social connection, civic engagement and democracy	Shared community spaces	Learning and growth	Awareness and availability
Customer objectives and outcome metrics	C1.3 Improve confidence with critical thinking and evaluating information Percentage of participants who report increased confidence in critical thinking and information literacy skills	C2.3 Strengthen sustainability and resilience of library spaces Greenhouse gas reduction and resilient building score	C3.3 Bridge the digital divide with new and emerging technologies Percentage of participants who report increased confidence in their digital literacy skills	C4.3 Offer new and innovative ways to access collections Percentage of customers who report that they are satisfied with access to library materials
Staff objectives and outcome metrics	S1.4 Enhance staff capability to foster civic engagement and social connections Percentage of staff participants who report increased confidence assisting customers in these areas	S2.4 Enhance staff capability to provide welcoming spaces Percentage of staff participants who report increased confidence in their skills and knowledge to provide welcoming spaces	S3.4 Equip staff with the skills to support development of digital literacy Percentage of staff participants who report increased confidence in supporting customers with technology support questions	S4.4 Equip staff to champion and promote library services Percentage of staff participants who report increased knowledge about TPL services

2025-2029 Strategic Plan Implementation Roadmap

1. Social connection, civic engagement and democracy

Objective	Workstream	Active Years
C1.1 Increase opportunities for greater social connection and community building	C1.1.1 Social Connections and Programming Develop and implement approaches for how all TPL programs can build social connections and combat social isolation.	2025-2028
C1.2 Widen participation in civic dialogue	C1.2.1 Civic Engagement and Democracy Learning Centre Develop and implement a vision and service model for a learning and engagement centre focused on celebrating, practicing and promoting democratic values.	2025-2028
C1.2 Widen participation in civic dialogue	C1.2.2 Intellectual Freedom, Civic Engagement and Democracy Programming Develop programs and initiatives that focus on understanding intellectual freedom and other democratic values, including targeted programs for children, youth, and newcomers, and identify and promote ways to integrate civic engagement opportunities into programs.	2025-2029
C1.3 Improve confidence with critical thinking and evaluating information	C1.3.1 Information Literacy and Critical Thinking Programming Expand existing and offer new programs that help develop digital citizenship and essential skills to identify misinformation and disinformation, as well as critical thinking initiatives that enhance deep reading, writing and comprehension.	2026-2028
S1.4 Enhance staff capability to foster civic engagement and social connections	S1.4.1 Social Connections Learning Opportunity Provide staff learning opportunities on how to effectively support social health and foster social connections in their everyday interactions.	2026-2027
S1.4 Enhance staff capability to foster civic engagement and social connections	S1.4.2 Civic Conversations Learning Opportunity Equip staff with the competencies to facilitate conversations and cross-cultural dialogue about public issues.	2026-2027

Objective	Workstream	Active Years
S1.4 Enhance staff capability to foster civic engagement and social connections	S1.4.3 Information Literacy Learning Opportunity Expand access to information literacy training opportunities so staff can better assist customers in identifying misinformation, critical thinking skills and accurate sources of information.	2026-2027

2. Shared community spaces

Objective	Workstream	Active Years
C2.1 Accelerate enhancements of existing library spaces	C2.1.1 Service Delivery Model Vision and Implementation Plan Develop a vision and implementation plan to meet TPL's Service Delivery Model standards in all neighbourhoods.	2027
C2.2 Create welcoming and collaborative spaces	C2.2.1 Accessible Public Spaces Develop branch specific plans to coordinate and expedite accessibility enhancements to achieve AODA compliance, as part of the Multi-Year Accessibility Plan.	2025
C2.2 Create welcoming and collaborative spaces	C2.2.2 Multi-use Spaces Plan Develop a plan, including design guidelines and principles, to create physical spaces that meet the community's needs for a multi-use environment, supporting social connection, collaboration, and quiet study.	2026
C2.2 Create welcoming and collaborative spaces	C2.2.3 Co-location and Specialized Services Access Create service approaches and a plan to increase opportunities for co-location and provide library space to expert agencies and community partners so customers can conveniently access and connect with specialized services.	2026
C2.2 Create welcoming and collaborative spaces	C2.2.4 Outdoor Spaces Plan Develop service approaches and implementation plan to enhancing outdoor spaces for greater public use, including reading gardens, community gardens, programming and community events.	2027-2028
C2.3 Strengthen the sustainability and resilience of library	C2.3.1 Sustainable Practices and Programming Develop SDG Commitment Statement, promote how the library's services support the SDGs, and	2025-2029

Objective	Workstream	Active Years
spaces in response to climate change	identify additional actions the library can take to promote the SDGs including programming and climate change mitigation and resilience.	
C2.3 Strengthen the sustainability and resilience of library spaces in response to climate change	C2.3.2 Facilities Environmental Action Plan Develop a facilities environmental action plan with annual reporting that incorporates existing commitments and targets under City strategies.	2026-2027
C2.3 Strengthen the sustainability and resilience of library spaces in response to climate change	C2.3.3 Sustainable Building Technologies Expansion Broaden use of sustainable technologies and practices in new and existing branches, to create buildings that are more energy efficient and resilient to extreme weather conditions.	2027-2029
S2.4 Enhance staff capability to provide welcoming spaces	S2.4.1 Safe and Welcoming Spaces Plan Provide supports to staff, including implementing Workplace Mental Health and Well-Being Action Plan, Safe and Welcoming Spaces Learning Pathway, Trauma-Informed Practices, Library Safety Specialists, and Public Safety Program.	2025-2029
S2.4 Enhance staff capability to provide welcoming spaces	S2.4.2 Equity and Inclusion Learning Pathway Develop and implement an equity and reconciliation learning pathway to enhance staff understanding of the barriers faced by equity-deserving groups, supporting their ability to create welcoming and inclusive spaces.	2025-2027
S2.4 Enhance staff capability to provide welcoming spaces	S2.4.3 Inclusive Employment Practices Review and revise recruitment, staffing, and retention strategies and approaches to ensure they effectively promote diversity, equity and inclusion, with a focus on increasing representation of underrepresented groups at all levels to better reflect the communities we hire from and serve.	2026-2029

3. Learning and growth

Objective	Workstream	Active Years
C3.1 Increase literacy rates	C3.1.1 Children and Youth Reading and Literacy Initiatives Implement initiatives that reignite the passion	2025-2029

Objective	Workstream	Active Years
among children and youth	for reading and propel literacy growth, with a focus on children and youth, including expansion of literacy programs such as Leading to Reading in more neighbourhoods.	
C3.2 Develop life skills and economic resilience	C3.2.1 Financial Literacy Services Expansion Expand financial literacy services that provide essential tools and counselling to access financial support resources.	2025-2029
C3.2 Develop life skills and economic resilience	C3.2.2 Health and Wellness Programming Increase programs and services offering expert health, wellness and recovery supports.	2025-2028
C3.2 Develop life skills and economic resilience	C3.2.3 Life Skills Programming Expand program offerings that develop life skills, support economic resilience and help with navigation to available social supports and community resources.	2025-2028
C3.2 Develop life skills and economic resilience	C3.2.4 Social and Crisis Support Services Expansion Expand Social and Crisis Support Services to provide crisis and short-term counselling on access to community services.	2025-2029
C3.2 Develop life skills and economic resilience	C3.2.5 Workforce Development Programming Develop, implement and expand access to workforce development and entrepreneurship programs and services that foster job search and career development skills, in response to the evolving global landscape.	2025-2027
C3.2 Develop life skills and economic resilience	C3.2.6 eLearning Resources and Programs Enhancement Expand eLearning resources and programs that offer micro credentials or certification for technical and professional skills.	2027-2028
C3.3 Bridge the digital divide with new and emerging technologies	C3.3.1 AI Policy Implementation Develop and implement an AI Policy to guide responsible and transparent use of AI at TPL with a view of achieving operational value and increased efficiency.	2025-2026

Objective	Workstream	Active Years
C3.3 Bridge the digital divide with new and emerging technologies	C3.3.2 AI Upskilling Initiative Expand AI skills program options and increase access to AI software and technologies.	2025-2029
C3.3 Bridge the digital divide with new and emerging technologies	C3.3.3 Digital Innovation Hubs Expansion Add Digital Innovation Hubs to more branches.	2025-2029
S3.4 Equip staff with the skills they need to support development of digital literacy	S3.4.1 Digital Enablement Learning Pathways Create and implement structured learning pathways for core skill areas related to digital literacy skills and emerging technologies.	2026-2029

4. Awareness and availability

Objective	Workstream	Active Years
C4.1 Increase awareness and service use among current library users	C4.1.1 Digital Experience Platform Create environments that improve online and app discoverability, online member and program registration and access to timely, relevant information about a broad range of library services 24/7.	2025-2029
C4.1 Increase awareness and service use among current library users	C4.1.2 Membership Strategy Develop and implement a membership strategy to actively acquire, engage and retain members.	2025-2029
C4.1 Increase awareness and service use among current library users	C4.1.3 Wayfinding and Physical Branch Experience Develop wayfinding, digital signage, and visual merchandising strategies to increase awareness and ease of access to services in branches.	2025-2026
C4.1 Increase awareness and service use among current library users	C4.1.4 Targeted Marketing Program Deepen engagement with existing customers and promote library services to non-customers by developing targeted marketing strategies using data-informed approaches to market segmentation and enhanced understanding of residents needs and interests.	2026

Objective	Workstream	Active Years
C4.1 Increase awareness and service use among current library users	C4.1.5 Community Promotion and Awareness Create a strategy and implementation plan to raise awareness of the library's services, increase membership and usage, through promotional approaches and community engagement.	2026
C4.2 Expand availability of library services in all neighbourhoods and online	C4.2.1 Open Hours Implementation Increase library open hours to maximize access to in-branch services and spaces.	2025-2026
C4.2 Expand availability of library services in all neighbourhoods and online	C4.2.2 Hybrid and Online Programming Service Model Implementation Improve hybrid and online programming, including enhancing the quality and accessibility of on-demand options. This includes reimagining how users access online content and ensuring programming meets high-quality standards.	2026-2027
C4.2 Expand availability of library services in all neighbourhoods and online	C4.2.3 Community-Based Services Expansion Expand community-based services to break down barriers to access and ensure services reach equity-deserving groups including increasing community librarian service.	2025-2029
C4.2 Expand availability of library services in all neighbourhoods and online	C4.2.4 Expand Program and Service Access Identify opportunities to create greater availability of programs and services to ensure geographic equity of access across the city, including expanding evening and weekend programming in all neighbourhoods.	2027-2029
C4.3 Offer new and innovative ways to access collections to meet evolving community needs	C4.3.1 Physical Materials Management Strategy Implement a materials management strategy to improve efficiencies and access to collections by optimizing selection, acquisition, cataloguing, processing, inter-branch delivery and circulation processes, including replacement of the central sorter.	2025-2029

Objective	Workstream	Active Years
C4.3 Offer new and innovative ways to access collections to meet evolving community needs	C4.3.2 Physical and Electronic Materials Strategies Expand our world-class physical and digital collections, through new resources, platforms and advocating for sustainable licensing models.	2026-2029
S4.4 Equip staff to champion and promote library services	S4.4.1 Enterprise Communications Strengthen enterprise-wide staff communication by implementing improved communication tools and practices, and enhanced training programs, to ensure consistent and comprehensive understanding of TPL's services.	2025-2026
S4.4 Equip staff to champion and promote library services	S4.4.2 Staff Collaboration Increase staff operational efficiency and productivity through the provision of shared resources, and innovative tools for information-sharing and enhanced collaboration.	2026
S4.4 Equip staff to champion and promote library services	S4.4.3 Staffing Model and Levels Review and update branch staffing model to ensure that services can be delivered effectively and equitably across the city. Adjust staffing levels to ensure adequate support for library services.	2026
S4.4 Equip staff to champion and promote library services	S4.4.4 Customer Experience Strategy Implementation Work towards TPL's customer experience vision by strategically implementing the Customer Experience Principles and Framework.	2025-2026

2025 Strategic Plan Action Plan

Of the 44 workstreams outlined in the 2025-2029 Strategic Plan Implementation Roadmap, 24 will begin or continue in 2025, building on existing initiatives from the 2020-2024 Plan that align with the new priorities.

1. Social connection, civic engagement and democracy

Objective	Workstream	Active Years	2025 Goal
C1.1 Increase opportunities for greater social connection and community building	C1.1.1 Social Connections and Programming Develop and implement approaches for how all TPL programs can build social connections and combat social isolation.	2025-2028	Pilot programs and tools to integrate engagement opportunities into TPL programs.
C1.2 Widen participation in civic dialogue	C1.2.1 Civic Engagement and Democracy Learning Centre Develop and implement a vision and service model for a learning and engagement centre focused on celebrating, practicing and promoting democratic values.	2025-2028	Develop a vision and service model for a learning and engagement centre focused on celebrating, practicing and promoting democratic values.
C1.2 Widen participation in civic dialogue	C1.2.2 Intellectual Freedom, Civic Engagement and Democracy programming Develop programs that focus on understanding democratic processes, including targeted programs for children, youth, and newcomers, and identify and promote ways to integrate civic engagement opportunities into programs.	2025-2029	Develop a new high profile programming series and associated marketing campaign as part of On Civil Society that explores the growing social isolation and tribalism that is happening in our city, and how it impacts civic engagement and Intellectual Freedom.

2. Shared community spaces

Objective	Workstream	Active Years	2025 Goal
C2.2 Create welcoming and collaborative spaces	C2.2.1 Accessible Public Spaces Develop branch specific plans to coordinate and expedite accessibility enhancements to achieve AODA compliance, as part of the Multi-Year Accessibility Plan.	2025	Develop branch specific plans to coordinate and expedite accessibility enhancements to achieve AODA compliance, as part of the Multi-Year Accessibility Plan.
C2.3 Strengthen the sustainability and resilience of library spaces in response to climate change	C2.3.1 Sustainable Practices and Programming Develop SDG Commitment Statement, promote how the library's services support the SDGs, and identify additional actions the library can take to promote the SDGs including programming and climate change mitigation and resilience.	2025-2029	Develop TPL's Sustainable Development Goals (SDG) Commitment Statement.
S2.4 Enhance staff capability to provide welcoming spaces	S2.4.1 Safe and Welcoming Spaces Plan Provide supports to staff, including implementing Workplace Mental Health and Well-Being Action Plan, Safe and Welcoming Spaces Learning Pathway, Trauma-Informed Practices, Library Safety Specialists, and Public Safety Program.	2025-2029	Implement the Safe and Welcoming Spaces Learning Pathway, including the Trauma-Informed Practices Workshop, expand Library Safety Specialist roles, and launch the Mental Health Action Plan based on the 2024 Mental Health Staff Survey results.
S2.4 Enhance staff capability to provide welcoming spaces	S2.4.2 Equity and Inclusion Learning Pathway Develop and implement an equity and reconciliation learning pathway to enhance staff understanding of the barriers faced by equity-deserving groups, supporting their ability to create welcoming and inclusive spaces.	2025-2027	Continue the rollout of Human Rights and Harassment training and launch the next phase of the Equity and Inclusion Learning Pathway, based on the results of the 2024 focus groups with equity-deserving groups.

3. Learning and growth

Objective	Workstream	Active Years	2025 Goal
C3.1 Increase literacy rates among children and youth	C3.1.1 Children and Youth Reading and Literacy Initiatives Implement initiatives that reignite the passion for reading and propel literacy growth, with a focus on children and youth, including expansion of literacy programs such as Leading to Reading in more neighbourhoods.	2025-2029	Expand the Leading to Reading service and After School Clubs to more branches. Use the Universal Design for Learning (UDL) framework to inform design of a new program series for early and emerging readers that fosters early literacy and deep reading skills.
C3.2 Develop life skills and economic resilience	C3.2.1 Financial Literacy Services Expansion Expand financial literacy services that provide essential tools and counselling to access financial support resources.	2025-2029	Expand the Financial Empowerment service to more branches.
C3.2 Develop life skills and economic resilience	C3.2.2 Health and Wellness Programming Increase programs and services offering expert health, wellness and recovery supports.	2025-2028	Develop and implement the Your Health Matters initiative in partnership with Toronto Public Health and the Bridging Minds program series with Women's College Hospital. Develop the Youth Social and Mental Health Initiative.
C3.2 Develop life skills and economic resilience	C3.2.3 Life Skills Programming Expand program offerings that develop life skills, support economic resilience and help with navigation to available social supports and community resources.	2025-2028	Implement and promote the new Learning Pathways website, expand programming by In-Residents experts (including initiatives addressing food insecurity), and launch new Newcomer Services initiatives, such as multi-lingual service navigation resources, videos, and employment skills programming.

Objective	Workstream	Active Years	2025 Goal
C3.2 Develop life skills and economic resilience	C3.2.4 Social and Crisis Support Services Expansion Expand Social and Crisis Support Services to provide crisis and short-term counselling on access to community services.	2025-2029	Expand the Social and Crisis Support service with Gerstein Crisis Centre to more branches.
C3.2 Develop life skills and economic resilience	C3.2.5 Workforce Development Programming Develop, implement and expand access to workforce development and entrepreneurship programs and services that foster job search and career development skills, in response to the evolving global landscape.	2025-2027	Develop and implement new Newcomer Entrepreneurship, Black Entrepreneurship and Women Entrepreneurship initiatives.
C3.3 Bridge the digital divide with new and emerging technologies	C3.3.1 AI Policy Implementation Develop and implement an AI Policy to guide responsible and transparent use of AI at TPL with a view of achieving operational value and increased efficiency.	2025-2026	Initiate TPL's AI policy implementation plan.
C3.3 Bridge the digital divide with new and emerging technologies	C3.3.2 AI Upskilling Initiative Expand AI skills program options and increase access to AI software and technologies.	2025-2029	Develop and implement the AI upskilling programs and initiatives, and increase access to AI software and technologies.
C3.3 Bridge the digital divide with new and emerging technologies	C3.3.3 Digital Innovation Hubs Expansion Add Digital Innovation Hubs to more branches.	2025-2029	Add a Digital Innovation Hub at the Fairview Branch, Malvern Branch and the Maria A. Shchuka Branch.

4. Awareness and availability

Objective	Workstream	Active Years	2025 Goal
C4.1 Increase awareness and service use among current library users	C4.1.1 Digital Experience Platform Create environments that improve online and app discoverability, online member and program registration and access to timely, relevant information about a broad range of library services 24/7.	2025-2029	Launch a single, unified website for customers to search and discover TPL's collections, services and programs and events, including the introduction of a mobile app. Decommission existing software.
C4.1 Increase awareness and service use among current library users	C4.1.2 Membership Strategy Develop and implement a membership strategy to actively acquire, engage and retain members.	2025-2029	Develop a membership strategy to actively acquire, engage and retain members.
C4.1 Increase awareness and service use among current library users	C4.1.3 Wayfinding and Physical Branch Experience Develop wayfinding, digital signage, and visual merchandising strategies to increase awareness and ease of access to services in branches.	2025-2026	Develop a business case and project resource model for the project.
C4.2 Expand availability of library services in all neighbourhoods and online	C4.2.1 Open Hours Implementation Increase library open hours to maximize access to in-branch services and spaces.	2025-2026	Offer year-round Sunday service at 33 new branches and transition 40 existing seasonal Sunday service branches to year-round, totaling 100 branches with year-round service.
C4.2 Expand availability of library services in all neighbourhoods and online	C4.2.3 Community-Based Services Expansion Expand community-based services to break down barriers to access and ensure services reach equity-deserving groups including increasing community librarian service.	2025-2029	Develop and implement the Reimagining Naturally Occurring Retirement Communities (NORCs) for 21 st Century Cities initiative with Women's College Hospital, University Health Network's NORC Innovation

Objective	Workstream	Active Years	2025 Goal
			Centre, and Toronto Seniors Housing Corporation.
C4.3 Offer new and innovative ways to access collections to meet evolving community needs	C4.3.1 Physical Materials Management Strategy Implement a materials management strategy to improve efficiencies and access to collections by optimizing selection, acquisition, cataloguing, processing, inter-branch delivery and circulation processes, including replacement of the central sorter.	2025-2029	Complete the business case and procurement for a new central sorter.
S4.4 Equip staff to champion and promote library services	S4.4.1 Enterprise Communications Strengthen enterprise-wide staff communication by implementing improved communication tools and practices, and enhanced training programs, to ensure consistent and comprehensive understanding of TPL's services.	2025-2026	Develop the business case for the project.
S4.4 Equip staff to champion and promote library services	S4.4.4 Customer Experience Strategy Implementation Work towards TPL's customer experience vision by strategically implementing the Customer Experience Principles and Framework.	2025-2026	Integrate Customer Experience Principles and Framework into existing processes and projects.

2024 Year-End Enterprise Balanced Scorecard: Overview of Results

Customer / Stakeholders Perspective

Strategic Objective	Status	Overview of Results
C1. Provide quality, accessible & inclusive public spaces	On Track	In-branch visits were slightly above target with initiatives to support equity-deserving groups and online visits meeting targets. The anticipated post-cybersecurity incident recovery was realized.
C2. Increase access to technology & digital literacy	Near Track	All KPIs were on target except for Computer Workstation uses (-22%) due to cybersecurity outage, larger branch capital project closures and lower number of TPLF-funded Internet Connectivity Kits being funded in 2024.
C3. Deliver relevant workforce & skills development services	Near Track	A number of eLearning databases were unavailable in Q1 due to the cybersecurity incident resulting in usage lower than target. Satisfaction rates with programs was at or near target; fill rates were 5-9% below targets.
C4. Facilitate access to information, information literacy & civic engagement	Near Track	E-circulation is higher than target by 27%. Satisfaction rates with programs was at or above targets; fill rates were below targets.
C5. Deliver exceptional customer experiences	On Track	Customer satisfaction with the Library remains high, despite the impact of the cyber security incident on services throughout 2024. Related initiatives on track.

Internal Business Processes Perspective

Strategic Objective	Status	Overview of Results
B1. Modernize our data & technology infrastructure	On Track	Security Operations Centre activated in collaboration with City. Key infrastructure upgrades completed including storage migration, backup services, along with core network upgrades in planning for execution early 2025.
B2. Increase service awareness and access	On Track	Email engagement exceeded targets. Social media engagement down overall (as a result of Facebook and X changing user behaviour and algorithms), but growth channels (Instagram and LinkedIn) exceeded targets.
B3. Minimize Service Disruptions	Near Track	Vendor contract signed and DXP migration project expected to completed in 2025. DXP migration project will mitigate risk of service outage from aging infrastructure currently serving the online experience.

Strategic Objective	Status	Overview of Results
B4. Make informed decisions through enhanced governance and accountability	On Track	Successfully met targets for 2024 and exceeded targets in some areas as projects progressed faster than expected.

Learning and Growth Perspective

Strategic Objective	Status	Overview of Results
L1. Foster a high-performance work culture by investing in our staff	On Track	Implemented new Applicant Tracking System, Psychological Health and Safety Policy and staff mental health survey. Some KPIs impacted by cybersecurity response in Q1, others were close to target.
L2. Increase TPL Staff Digital Literacy	Near Track	KPIs slightly below targets. Human Rights and Harassment training rolled-out to all leaders and staff.
L3. Foster a workforce that reflects & responds to our diverse society	Near Track	KPIs slightly off track. Digital literacy advanced through small group training workshops.

Financial Stewardship Perspective

Strategic Objective	Status	Overview of Results
F1. Protect TPL's fiscal reputation with our stakeholders	Near Track	Operating Budget unfavourable variance of \$3.5 million or 1.5% primarily due to ongoing impacts from the cybersecurity incident. Adjustments made to 2025 budget and ongoing monitoring will continue to mitigate risk. TPL experienced its highest ever capital spend rate in 2024, 96% of 2024 cash flows, exceeding target.

2024 Year-End Enterprise Balanced Scorecard & Action Plan Results

CUSTOMER / STAKEHOLDERS PERSPECTIVE

Strategic Objective (SO) C1: Provide quality, accessible & inclusive public spaces

SO C1 Status: On Track

Key Performance Indicators for SO C1:

Overview of Results: In-branch visits were slightly above target with initiatives to support equity-deserving groups and online visits meeting targets. The anticipated post-cybersecurity incident recovery was realized.

Key Performance Indicators (KPIs)	Actual 2024 Value	Target 2024 Value
C1.1 Online Visits	31,531,633	31,076,092
C1.2 Initiatives to support equity-deserving groups and vulnerable populations (%)	100%	100%
C1.3 In-Branch visits	13,431,636	12,379,685

Strategic Initiatives for SO C1:

Action Plan Initiative	Action Plan Result
AODA Multi-year Action Plan	Advanced 2024 Accessibility Action Plan Initiatives. Development of 2025-2029 Multi-year Accessibility Plan underway.
Facilities Capital Projects	Completed and re-opened 1 renovated branch. Made progress with projects at initiating, planning, and execution.
Inclusive Washrooms	Updated signage design completed. Procurement process for fabrication and installation completed.
Initiatives to support equity deserving groups	Continued to successfully deliver many programs and initiatives to support equity deserving groups, including Adult Literacy, Social Services Team, Period Equity, Storybook Parents, and Presto card distribution.
Open Hours Plan Implementation	Implemented 2024 open hours expansion. Initiated hiring for 2025 expansion.
Reconciliation Statement	Continued implementation of actions in support of Reconciliation Statement goals.
Youth Hub Expansion	Successfully launched additional Youth Hubs at Brentwood, Maryvale, Bridlewood and TRL.

Strategic Objective (SO) C2: Increase access to technology & digital literacy

SO C2 Status: Near Track

Key Performance Indicators for SO C2:

Overview of Results: All KPIs were On Track except for Computer Workstation uses (-22%) due to cybersecurity outage and larger branch capital project closures and lower number of TPLF-funded Internet Connectivity Kits being funded in 2024.

Key Performance Indicators (KPIs)	Actual 2024 Value	Target 2024 Value
C2.1 Fill rate of digital literacy programs and sessions offered (%)	81%	75%
C2.2 Customer satisfaction with digital literacy programs (%)	95%	95%
C2.3 Digital inclusion initiatives to support equity deserving groups and vulnerable populations	7,527,763	8,043,450
C2.4 Branches that have the appropriate technology to deliver digital literacy programs (%)	100%	100%

Strategic Initiatives for SO C2:

Action Plan Initiative	Action Plan Result
Digital Literacy Strategy	Completed consultations and final strategy developed.
Public Computing Replacement & Realignment	Completed all outstanding Youth Hubs and closed project.
Reserve a Computer Replacement	Completed rollout of new reservation system to remaining branches, provided training to staff on new procedures and closed project.

Strategic Objective (SO) C3: Deliver relevant workforce & skills development services

SO C3 Status: Near Track

Key Performance Indicators for SO C3:

Overview of Results: A number of eLearning databases were unavailable in Q1 due to the cybersecurity incident resulting in usage lower than target. Satisfaction rates with programs was at or near target; fill rates were 5-9% below targets.

Key Performance Indicators (KPIs)	Actual 2024 Value	Target 2024 Value
C3.1 Workforce & skills development uses (eLearning databases)	351,780	375,000
C3.2 Fill rate of learning opportunities offered (%)	76%	85%
C3.3 Customer satisfaction with learning opportunities (%)	85%	90%

Strategic Initiatives for SO C3:

Action Plan Initiative	Action Plan Result
Workforce Development and life skills programs	Developed implementation plan for Virtual Interview Room expansion.
Workforce Development Strategy	Deferred pending development of the City of Toronto's Workforce Development Strategy currently scheduled to initiate in 2025.

Strategic Objective (SO) C4: Facilitate access to information, information literacy & civic engagement

SO C4 Status: Near Track

Key Performance Indicators for SO C4:

Overview of Results: E-circulation is higher than target by 27%. Satisfaction rates with programs was at or above targets; fill rates were below targets.

Key Performance Indicators (KPIs)	Actual 2024 Value	Target 2024 Value
C4.1 Electronic resources uses	16,523,740	13,000,000
C4.2 Fill rate of civic engagement programs offered (%)	80%	85%
C4.3 Customer satisfaction with civic engagement programs (%)	93%	90%
C4.4 Physical circulation	11,595,454	11,500,000

Strategic Initiatives for SO C4:

Action Plan Initiative	Action Plan Result
Advocacy framework	Drafted a framework that will assist staff and management in making decisions about when and how to recognize, support or advocate for days/months of significance and important community or world events, to be finalized in 2025.
Book Sanctuary and Intellectual freedom advocacy initiatives	Launched Level 1 training with Supervisors, Managers and Directors. Finalized plans for Freedom to Read Week Programming. Continued development of communications strategy and Level 2 training material.
Fines Elimination	Delivered report to Board in Q2.

Strategic Objective (SO) C5: Deliver exceptional customer experiences**SO C5 Status: On Track**

Overview of Results: Customer satisfaction with the Library remains high, despite the impact of the cyber security incident on services throughout 2024. Related initiatives on track.

Key Performance Indicators for SO C5:

Key Performance Indicators (KPIs)	Actual 2024 Value	Target 2024 Value
C5.1 Customer satisfaction score from Answerline survey (%)	86%	90%
C5.2 Customer satisfaction with the helpfulness of library staff (%)	89%	89%
C5.3 Customer satisfaction overall (%)	91%	91%

Strategic Initiatives for SO C5:

Action Plan Initiative	Action Plan Result
Branch experience project	By end of 2024, Branch Experience was in place at 79 branches, focused on enhancing staff capacity and skills, and improving customer experience in branches.
Customer experience strategy	Developed and launched staff toolkit.

INTERNAL BUSINESS PROCESSES PERSPECTIVE**Strategic Objective (SO) B1: Modernize our data & technology infrastructure****SO B1 Status: On Track**

Key Performance Indicators for SO B1:

Overview of Results: Security Operations Centre fully activated through collaboration with City of Toronto. Key infrastructure upgrades completed including storage migration, backup services (on-premises and cloud) along with core network upgrades in planning for execution early 2025.

Key Performance Indicators (KPIs)	Actual 2024 Value	Target 2024 Value
B1.1 Data and technology maturity core	3.0	N/A
B1.2 Digital strategy initiatives completed within scope and schedule (%)	70%	greater than 70%

Strategic Initiatives for SO B1:

Action Plan Initiative	Action Plan Result
Digital Strategy	Example key initiatives completed include activation of Security Operations Centre, Integrated Library System upgrade and financial services enterprise application upgrade.
Initiate development of new Digital Experience Platform (DXP)	Completed RFP and awarded vendor contract. Completed internal implementation kick-off.

Strategic Objective (SO) B2: Increase service awareness and access

SO B2 Status: On Track

Key Performance Indicators for SO B2:

Overview of Results: Customer engagement in our email program exceeded targets in both awareness and engagement. Social media engagement was down overall across Facebook and X (likely due to changing user behaviour and algorithms), but growth channels (Instagram and LinkedIn) exceeded targets.

Key Performance Indicators (KPIs)	Actual 2024 Value	Target 2024 Value
B2.1 Audience and reach activities	5,930,718	7,325,158
B2.2 Customer engagement activities	5,296,163	5,254,619
B2.3 New memberships: Digital Access Card	23,957	15,000
B2.4 Enterprise projects completed within scope and schedule (%)	75%	70%
B2.5 New memberships: Full service card	211,313	160,000

Strategic Initiatives for SO B2:

Action Plan Initiative	Action Plan Result
Develop wayfinding strategy	This project was deferred to 2025 due to reprioritization and capacity limitations.
Implement TPL's brand and visual identity	<p>Fleet:</p> <ul style="list-style-type: none">13 delivery trucks and 14 utility vans were branded in 2024. This completes the branding of all existing trucks, and standards for future trucks have been developed and documented. <p>Exterior signage:</p> <ul style="list-style-type: none">Multi-year program as part of SOGR,25 completed by end of 2024 (25%)Developed processes and standards to operationalize design and implementation <p>Capital Projects:</p> <ul style="list-style-type: none">Branding for two branches fully completed in 2024 (YW, SWS)Designs completed for four branches: (MV, MP, AH, EN)Design work begun for multiple branches (BW, OV, JT, LO)Hoarding for LO, CE

Strategic Objective (SO) B3: Minimize Service Disruptions

SO B3 Status: Near Track

Key Performance Indicators for SO B3:

Overview of Results: Vendor contract signed and DXP migration project expected to completed in 2025. DXP migration project will mitigate risk of service outage from aging infrastructure currently serving the online experience.

Key Performance Indicators (KPIs)	Actual 2024 Value	Target 2024 Value
B3.1 Availability of key digital systems (%)	99%	97%
B3.2 Response time next-day compliance for security investigations (%)	100%	95%

Strategic Initiatives for SO B3:

Action Plan Initiative	Action Plan Result
Implement State of Good Repair (SOGR) capital projects	Completed 2024 SOGR HVAC, roofing, and grounds programs, achieving 98% SOGR spend rate.

Action Plan Initiative	Action Plan Result
Network stabilization	All eligible TPL locations now standardized to single vendor and upgraded to minimum 1Gb fibre service greatly improving network bandwidth. Remaining six locations require additional time and effort to complete due to inherent complexity with expectation of upgrade being completed in 2025.
Public and staff printing replacement	Completed Proof of Concept (POC) and began testing. Finalized device procurement and installation plan, change management and training plan, and solution design. Initial hardware rollout started in late 2024 with schedule for activation in Q1 2025.

Strategic Objective (SO) B4: Make informed decisions through enhanced governance and accountability

SO B4 Status: On Track

Key Performance Indicators for SO B4:

Overview of Results: Successfully met targets for 2024 and exceeded targets in some areas as projects progressed faster than expected.

Key Performance Indicators (KPIs)	Actual 2024 Value	Target 2024 Value
B4.1 Library Board effectiveness self-evaluation score (%)	100%	100%
B4.2 Number of automated business intelligence products to support informed decision making	6	2

Strategic Initiatives for SO B4:

Action Plan Initiative	Action Plan Result
Evaluation framework implementation	Supported program reporting and survey processes to measure outcomes and inform programming decision making.
Measuring social impact	Social Impact Study executive summary posted to website. Public launch at CULC and presentations to various internal and external audiences.

LEARNING AND GROWTH PERSPECTIVE

Strategic Objective (SO) L1: Foster a high-performance work culture by investing in our staff

SO L1 Status: On Track

Key Performance Indicators for SO L1:

Overview of Results: Implementation of several key related initiatives completed including new applicant Tracking System, Psychological Health and Safety Policy and staff mental health survey. Some KPIs impacted by cybersecurity response in Q1, others were close to target.

Key Performance Indicators (KPIs)	Actual 2024 Value	Target 2024 Value
L1.11 Participation for all-staff engagement initiatives	1,269	3,472
L1.12 Satisfaction for all-staff engagement initiatives (%)	70%	74%
L1.2 Action plans that enable a high performance work culture completed within scope and schedule (%)	80%	80%
L1.31 Participation for staff development and training	779	1,100
L1.32 Staff satisfaction with Development and Training (%)	N/A	N/A
L1.4 Staff who report learning is prioritized as part of their daily work (%)	N/A	N/A

Strategic Initiatives for SO L1:

Action Plan Initiative	Action Plan Result
Applicant Tracking System	Completed implementation of new Applicant Tracking System.
Employee wellness and mental health strategy	Developed Psychological Health and Safety Policy. Deployed Staff Mental Health survey.
HR Modernization Assessment and Action Plan	New applications developed to support recruitment and staffing.
Staff collaboration solutions	Rollout of new hardware (laptop & desktop) underway. Full deployment of MS-Teams to follow.
Staff computing standardization and replacement	Signed contract with vendor. Planning for deployment underway. New deployment architecture solution designed, vendor engaged for configuration management. Execution scheduled for early 2025.
Workplace re-entry and hybrid work plan	TRL completed, Ellesmere 90% completed, and Deer Park underway.

Strategic Objective (SO) L2: Increase TPL Staff Digital Literacy

SO L2 Status: Near Track

Key Performance Indicators for SO L2:

Overview of Results: KPIs slightly below targets. Human Rights and Harassment training rolled-out to all leaders and staff.

Key Performance Indicators (KPIs)	Actual 2024 Value	Target 2024 Value
L2.1 Staff completion for assigned digital literacy related courses (%)	60%	70%
L2.2 Staff satisfaction with digital literacy training provided (%)	67%	80%

Strategic Initiatives for SO L2:

Action Plan Initiative	Action Plan Result
Enhance TPL Staff Digital Literacy	Small group training workshops held with staff to increase digital literacy and awareness to maximize benefit from modern collaboration tools.

Strategic Objective (SO) L3: Foster a workforce that reflects and responds to our diverse society

SO L3 Status: Near Track

Key Performance Indicators for SO L3:

Overview of Results: KPIs slightly off track. Digital literacy advanced through small group training workshops.

Key Performance Indicators (KPIs)	Actual 2024 Value	Target 2024 Value
L3.1 Staff completion for assigned Equity, diversity & inclusion related courses (%)	76%	79%
L3.2 Equity and inclusion action plans completed within scope and schedule (%)	60%	75%

Strategic Initiatives for SO L3:

Action Plan Initiative	Action Plan Result
Workplace equity and inclusion action plan	Human Rights and Workplace Harassment training implemented for all leaders and staff. Trend analysis of focus groups being compiled.

FINANCIAL STEWARDSHIP PERSPECTIVE

Strategic Objective (SO) F1: Protect TPL's fiscal reputation with our stakeholders

SO F1 Status: Near Track

Key Performance Indicators for SO F1:

Overview of Results: The Operating Budget ended in a deficit position (unfavourable variance of \$3.5 million or 1.5%) primarily due to ongoing impacts from the cybersecurity incident.

Adjustments have been made in the 2025 budget and ongoing monitoring will continue to mitigate risk in 2025. TPL experienced its highest ever capital spend rate in 2024, 96% of 2024 cash flows, exceeded target.

Key Performance Indicators (KPIs)	Actual 2024 Value	Target 2024 Value
F1.1 Operating budget (%)	101.5%	less than or equal to 100% spend rate
F1.2 Capital budget: annual spend rate (%)	96%	greater than or equal to 80% spend rate
F1.3 Capital budget: five-year average spend rate (%)	79%	greater than or equal to 80% spend rate

Strategic Initiatives for SO F1:

Action Plan Initiative	Action Plan Result
Effectively manage TPL's budget	Regularly monitored the operating budget and actively managed resources to support the achievement of TPL strategic objectives. Regularly monitored the status of active capital projects and made budget adjustments, as allowed by City policies, which advanced the capital program. Delivered on the capital program by achieving a high level of budget spending.
Develop operating and capital budget	Developed the 2025 operating budget, including enhancements, which was strategically positioned to support TPL and City Council priorities. Developed a 10-year capital budget to support TPL and City Council priorities, improve service, and address SOGR and AODA needs.

2024 Equity Statement Results

Toronto Public Library's (TPL) [Equity Statement](#) was approved by the TPL Board in December 2022. The [Intellectual Freedom and Equity Statements](#) report identified that an annual update on progress towards addressing the seven Equity Statement goals would be integrated into the annual Enterprise Balanced Scorecard (EBSC) reporting, with 2024 as the timing of the first report and to include initiatives implemented in 2023 and 2024.

The seven goals are outlined below with brief descriptions of TPL initiatives that were implemented in support of the goal over the reporting period.

1. Improve relationships with First Nations, Inuit and Métis communities to better understand our obligations and responsibilities, and to take active steps towards reconciliation.

- Opened the Ethennonnhawahstihnen' branch, TPL's first branch with an Indigenous name. The name is the Wendat word for "where they had a good and beautiful life", selected in consultation with the Huron-Wendat Nation, the Indigenous Advisory Council at TPL, the Indigenous Affairs Office, and the City of Toronto.
- Installed an Indigenous garden and mural at Albert Campbell branch as a part of TPL's Indigenous place-making initiative.
- The new [Dawes Road branch design](#) celebrating Indigenous place-making received an Award of Merit from Canadian Architect magazine and an Award of Excellence from World Architecture News.
- Hosted Treaties Recognition Week events in partnership with the Provincial Archives of Ontario and the Mushkegowuk Council. The original Treaty No. 9 (James Bay Treaty) was displayed at the Toronto Reference Library, drawing over 400 customers to the launch event and over 200 students participating in class visits that week.
- The Decolonize the Catalogue initiative reviewed recommended changes to the Native Peoples Collection Label with the Indigenous Advisory Council and implemented changes to the current guidelines to improve consistency and alignment with the spirit and intent of the label.

3. Ensure TPL's workforce represents and reflects the diversity of Toronto's population, through recruitment, hiring, and development practices, and by ensuring that TPL provides a welcoming and respectful working environment for all.

- Continued implementation of the Workplace Equity and Inclusion Action Plan which identifies actions to advance workforce equity, human rights, accessibility and reconciliation at TPL to foster welcoming and inclusive spaces for our staff.
- Conducted focus groups with equity-deserving staff in 2024 to gather insights from staff with lived experiences of inequity, to identify key issues, challenges, and opportunities for fostering a more inclusive and supportive workplace culture.
- Launched TPL's first Workplace Mental Health Survey for all staff in September 2024 to assess psychological health and safety at work. Findings will inform the development of TPL's Workforce Mental Health and Well-being Strategy. The survey included a series of sociodemographic questions to support initiatives to improve the diversity of the workforce at various levels and develop programs to support and retain equity-deserving staff groups.

4. Increase awareness of unconscious and systemic biases and the need for continued development of equity, reconciliation, cultural, and human rights and inclusion competencies through educational opportunities for leaders and staff.

- Designed and launched TPL's Human Rights and Anti-Harassment/Discrimination mandatory eLearning course to increase staff knowledge and understanding of human rights and workplace harassment issues, and steps to take to create a harassment and discrimination-free environment.
- Continued delivery of TPL's Equity and Inclusion Core Learnings Mandatory equity and inclusion learning courses by providing opportunities and

support for everyone to share, learn and grow to help further a learning culture and deliver exceptional customer experiences.

- Pride Alliance, an employee resource group that supports the Library's diversity mandate by helping to foster and support an inclusive environment for 2SLGBTQ+ employees and allies, coordinated staff learning sessions for the Transgender Day of Visibility, Coming Out Day and Transgender Day of Remembrance.

5. Increase accessibility in the design and delivery of employment practices, services, collections, and physical and online spaces to reflect the diverse needs and voices of our city, including those required of the Accessibility for Ontarians with Disabilities Act.

- Incorporated requirements, under the Toronto Accessibility Design Guidelines, into the Inclusive washrooms signage design and procurement process to include inclusive language for trans and non-binary staff and customers, tactile and braille text and high colour contrast.
- An Accessibility Audit of TPL's [Let's Learn Tech](#) program was initiated in 2024 with project completion expected in Q2 2025.
- Explored design and implementation options for new accessible library cards, led by staff from Collection and Membership Services. Instituted process to provide live closed captioning, American Sign Language interpretation, and a variety of accessible formats (braille, large print, plain language, etc.) for staff and customer programs, meetings, and events upon request. ASL was also added to our e-training modules.
- Closed out the 2021-2024 Multi-Year Accessibility Plan, with 20 initiatives being completed, and launched the development of the 2025-2029 Multi-Year Accessibility Plan, with support from divisional leads from across TPL. The 2025-2029 Multi-Year Accessibility Plan will be available in Q2 of 2025.
- Launched the Accessibility 101 Curriculum for staff, volunteers, and third parties on key accessibility concepts, provincial legislation, accessible customer service best practices and an overview of TPL's accessibility services.

- Launched an accessibility audit of TPL branches, led by Enterprise Projects & Facilities Management staff. The data from this audit will inform the development of a facility-focused Multi-Year Accessibility Plan.
- Incorporated Web Content Accessibility Guideline requirements and accessibility best practices into the design of the new TD Summer Reading Club and Museum and Arts Pass websites.
- Incorporated requirements under the Toronto Accessibility Design Guidelines into the development of the Spaces Standards for future program room design and configuration.

6. Ensure spaces, collections, and services reach, engage and reflect equity-deserving groups and help them express and amplify their voices.

- The Jane/Dundas branch was renamed the Daniel G. Hill branch to recognize and celebrate the significant legacy of a prominent Black Torontonion and pioneer in human rights in Ontario.
- Collaborated with the City of Toronto's Confronting Anti-Black Racism Unit and Toronto History Museums to create three booklists for adults/youth, children, and French speakers on the Legacies of the Transatlantic Slave Trade in Canada and created a Black History Month Toolkit to support staff in the delivery of Black History Month services, initiatives, and programs.
- TPL's Expansion of Open Hours initiative is tracked as a City of Toronto Poverty Reduction Strategy Action due to its impact on increasing access to equity-deserving groups.
- TPL's 2024 Youth Hub expansion project opened 4 new Youth Hubs at branches located in or serving Neighbourhood Improvement Areas.
- Initiated expansion of Newcomer Services to include translation of "Welcome to TPL" materials into 41 languages and creation of a "Welcome to TPL" video to translate into 10 languages for completion in 2025.
- TPL's Library Settlement Partners served over 23,300 Library Settlement clients and provided over 590 in-person and online programs in 2024.

- Hosted a 2SLGBTQ+ Service Exchange to help inform inclusive and informed supports for our diverse 2SLGBTQ+ customers. Presentations included Maggie's Sex Worker Action Project, Ontario Digital Literacy and Access Network, Kai Cheng Thom, and the City of Toronto's newly released 2-Spirit, Trans and Non-Binary Youth Action Plan.
- Celebrated Pride 2024 through hosting 75 in-person and four online programs for children, youth and adults with 1,795 participants and releasing an updated Reading with Pride booklist for Two-Spirit, Lesbian, Gay, Bisexual, Trans and Queer + (2SLGBTQ+) children and families.
- Initiated the [Seniors E-Connect](#) program with four branches delivering 57 programs with 333 participants and 50 teen volunteers.
- Received Digital Museums Canada funding to develop a new Special Collections digital project and virtual exhibit showcasing TPL's Chinese Canadian Archive for 2026 launch.
- Introduced two new community culture series, celebrating the culture, heritage and history of the Jewish and Islamic communities in Toronto.

7. Advocate for and actively break down barriers to information, information literacy and platforms for expression.

- Developed and launched a highly successful programming series and multi-channel advocacy campaign called "What's at Stake", which raised awareness about the risks when intellectual freedom is threatened, and invited Torontonians to join the conversation.
 - The advocacy campaign generated over 37 million impressions and drove attendance to the What's at Stake programming. The program series featured 30 events, attended by 4,245 people, and had more than 125,000 engagements with the on-demand program content.
 - The What's at Stake initiative won two awards: IFLA PressReader International Library Marketing Award - selected as one of the top 10 out of over 100 international submissions, and the only North American library system to win; and the CFLA-FCAB Intellectual Freedom Award (along with the accompanying Book Sanctuary),

recognizing TPL's outstanding advocacy for intellectual freedom in Canada.

- Created and developed an award-winning physical Book Sanctuary Collection at both Research and Reference libraries to highlight a diversity of challenged titles in North American and to further advocate for the freedom of access to information at all TPL locations.
- Developed and hosted the 2024 Digital Expo "Championing Truth in the Digital Era", increasing TPL programming around mis/disinformation; launched TPL's "Introduction to Mis / Disinformation" pilot programs; and updated TPL's [What is Mis/Disinformation page](#), which received recognition from the Urban Libraries Council as a best practice.



strategic plan update

2020-24 strategic plan highlights and
2025-29 implementation & measurement
framework

Library Board Meeting

April 22, 2025

strategic plan 2020-2024

tpl:vital to toronto

building success, resilience
and well-being for our city



our 2020-24 priorities

- 1 Opening up our public space
- 2 Broadening Toronto's digital access and inclusion
- 3 Building pathways for workforce development
- 4 Providing the vital ingredients for a democratic society
- 5 Investing in staff and an innovative service culture

tpl: 2024 Enterprise Balanced Scorecard: Strategy Map & KPIs

customer/ stakeholders

C1. provide quality, accessible & inclusive public spaces	C2. increase access to technology & digital literacy	C3. deliver relevant workforce & skills development services	C4. facilitate access to information, information literacy & civic engagement	C5. deliver exceptional customer experiences
KPIs <ul style="list-style-type: none"> Online visits Initiatives to support equity-deserving groups and vulnerable populations 	KPIs <ul style="list-style-type: none"> Fill rate of digital literacy programs and sessions offered Customer satisfaction with digital literacy programs Digital inclusion initiatives to support equity-seeking groups and vulnerable populations Branches that have the appropriate technology to deliver digital literacy programs 	KPIs <ul style="list-style-type: none"> Workforce & skills development uses (eLearning databases) Fill rate of learning opportunities offered Customer satisfaction with learning opportunities 	KPIs <ul style="list-style-type: none"> Electronic resources uses Fill rate of civic engagement programs offered Customer satisfaction with civic engagement programs 	KPIs <ul style="list-style-type: none"> Customer satisfaction score from Answerline survey Customer satisfaction with the helpfulness of library staff Customer satisfaction overall

internal business processes

B1. modernize our data & technology infrastructure	B2. increase service awareness and access	B3. minimize service disruptions	B4. make informed decisions through enhanced governance and accountability
KPIs <ul style="list-style-type: none"> Data and technology maturity score Digital strategy initiatives completed within scope and schedule 	KPIs <ul style="list-style-type: none"> Audience and reach activities Customer engagement activities New memberships (Digital Access Cards) Enterprise projects completed within scope and schedule 	KPIs <ul style="list-style-type: none"> Availability of key digital systems Response time next-day compliance for security investigations 	KPIs <ul style="list-style-type: none"> Availability of key digital systems Response time next-day compliance for security investigations

learning & growth

L1. foster a high-performance work culture by investing in our staff	L2. increase TPL Staff Digital Literacy	L3. foster a workforce that reflects & responds to our diverse society
KPIs <ul style="list-style-type: none"> All-staff engagement initiatives (participation and satisfaction) Action plans that enable a high performance work culture completed within scope and schedule Staff development and training (participation and satisfaction) Staff who report learning is prioritized and part of their daily work and schedule 	KPIs <ul style="list-style-type: none"> Staff completion for assigned digital literacy related courses Staff satisfaction with digital literacy provided 	KPIs <ul style="list-style-type: none"> Staff completion for assigned equity, diversity & inclusion related courses Equity and inclusion action plans completed within scope and schedule

financial stewardship

F1. protect TPL's fiscal reputation with our stakeholders
KPIs <ul style="list-style-type: none"> Operating budget Capital budget annual spend rate Capital budget five-year average spend rate

tpl: 2024 Year-End Enterprise Balanced Scorecard

Strategic Objective		Status	Overview of Results
C1	Provide quality, accessible & inclusive public spaces	On Track	In-branch visits were slightly above target with initiatives to support equity-deserving groups and online visits meeting targets. The anticipated post-cybersecurity incident recovery was realized.
C2	Increase access to technology & digital literacy	Near Track	All KPIs were on target except for Computer Workstation uses (-22%) due to cybersecurity outage, larger branch capital project closures and lower number of TPLF-funded Internet Connectivity Kits being funded in 2024.
C3	Deliver relevant workforce & skills development services	Near Track	A number of eLearning databases were unavailable in Q1 due to the cybersecurity incident resulting in usage lower than target. Satisfaction rates with programs was at or near target; fill rates were 5-9% below targets.
C4	Facilitate access to information, information literacy & civic engagement	Near Track	E-circulation is higher than target by 27%. Satisfaction rates with programs was at or above targets; fill rates were below targets.
C5	Deliver exceptional customer experiences	On Track	Customer satisfaction with the Library remains high, despite the impact of the cyber security incident on services throughout 2024. Related initiatives on track.
B1	Modernize our data & technology infrastructure	On Track	Security Operations Centre activated in collaboration with City. Key infrastructure upgrades completed including storage migration, backup services, along with core network upgrades in planning for execution early 2025.
B2	Increase service awareness and access	On Track	Email engagement exceeded targets. Social media engagement down overall (as a result of Facebook and X changing user behaviour and algorithms), but growth channels (Instagram and LinkedIn) exceeded targets.
B3	Minimize service disruptions	Near Track	Vendor contract signed and DXP migration project expected to be completed in 2025. DXP migration project will mitigate risk of service outage from aging infrastructure currently serving the online experience.
B4	Make informed decisions through enhanced governance and accountability	On Track	Successfully met targets for 2024 and exceeded targets in some areas as projects progressed faster than expected.
L1	Foster a high-performance work culture by investing in our staff	On Track	Implemented new Applicant Tracking System, Psychological Health and Safety Policy and staff mental health survey. Some KPIs impacted by cybersecurity response in Q1, others were close to target.
L2	Increase TPL Staff Digital Literacy	Near Track	KPIs slightly below targets. Human Rights and Harassment training rolled-out to all leaders and staff.
L3	Foster a workforce that reflects & responds to our diverse society	Near Track	KPIs slightly off track. Digital literacy advanced through small group training workshops.
F1	Protect TPL's fiscal reputation with our stakeholders	Near Track	Operating Budget unfavourable variance of \$3.5 million or 1.5% primarily due to ongoing impacts from the cybersecurity incident. Adjustments made to 2025 budget and ongoing monitoring will continue to mitigate risk. TPL experienced its highest ever capital spend rate in 2024, 96% of 2024 cash flows, exceeding target.



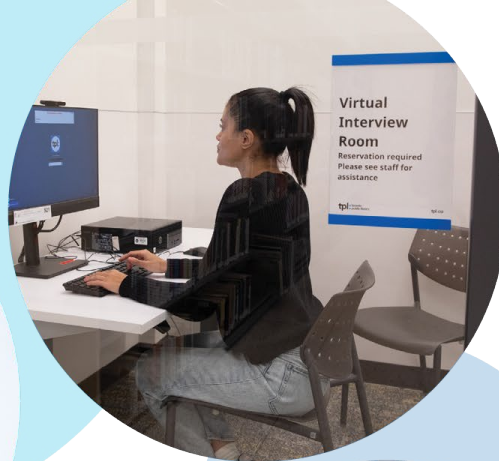
2020-2024 Strategic Plan key achievements

- TPL's 2023 Social Impact Study highlights the library's **vital role in Toronto**, enriching lives and helping people grow and thrive
- **81%** of Torontonians accessed library services last year, marking a 13% increase from 2019
- Customer satisfaction with library services remains strong at **91%**
- Increase in number of people visiting the library in person, with **68%** of residents reporting visits last year, up 6% from 62% in 2019

Inclusive Futures: Autism Employment Expo

• October 26, 2023

tpl: toronto
public library



strategic plan 2025-2029

**How Toronto's Library will
help our city and its residents
adapt, connect and thrive.**

our 2025-29 priorities

1 social connection, civic engagement and democracy

We will embed opportunities for **social connection, civic dialogue** and **critical thinking** in everything we do...
...so that residents have the skills to **sustain a healthy democracy**.

2 shared community spaces

We will accelerate the **enhancements of our physical spaces**...
...to establish more **welcoming, safe, inclusive and sustainable** multi-use environments that **build resilience and belonging** in every neighbourhood.

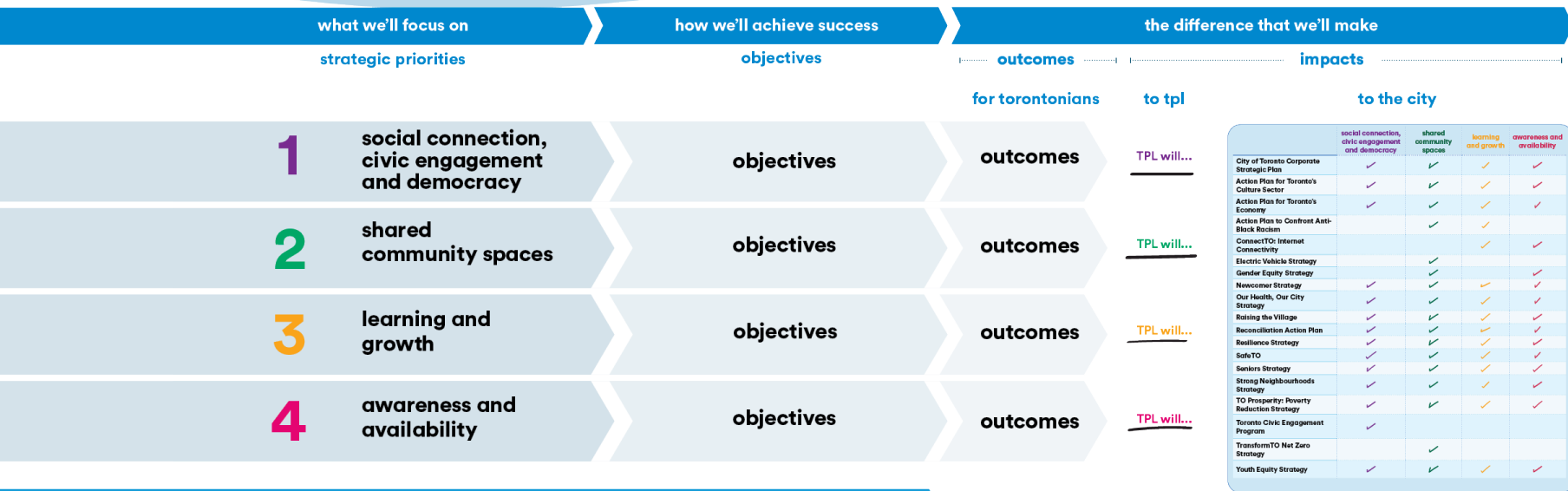
3 learning and growth

We will expand **learning opportunities for all ages** to develop multiple literacies and **personal and professional skills**...
... so that residents can thrive, build economic resilience, and **adapt to new technologies**, such as AI.

4 awareness and availability

We will **increase awareness and availability** of library services...
...so that residents in every neighbourhood have **equitable access** to services that meet their **changing needs**.

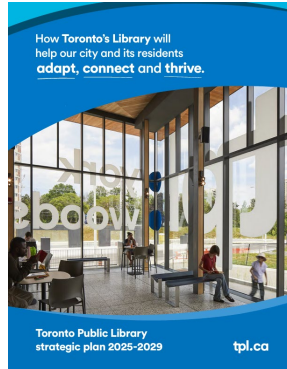
Here is a high-level view of the plan, which will guide our work over the next five years.



to the world



business planning process

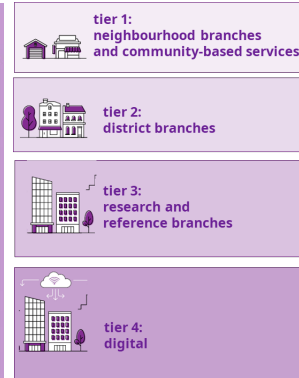


1 social connection, civic engagement and democracy

2 shared community spaces

3 learning and growth

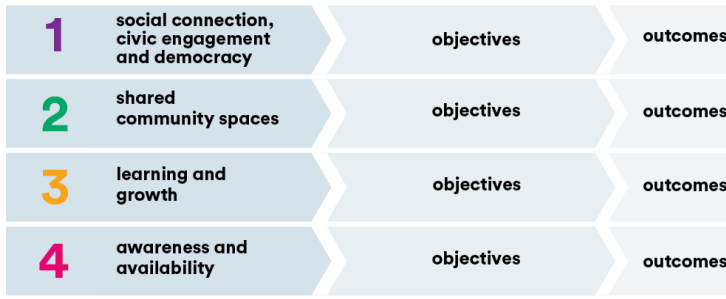
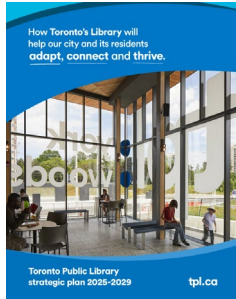
4 awareness and availability



digital strategy

how we'll achieve and measure success

priorities, objectives & outcomes for torontonians



implementation roadmap

1. Social connection, civic engagement and democracy					
Workstream	Active Years				
Objective: C1.1 Increase opportunities for greater social connection and community building					
C1.1.1 Social Connections and Programming	2025	2026	2027	2028	2029
Objective: C1.2 Widen participation in civic dialogue					
C1.2.1 Civic Engagement and Democracy Learning Centre	2025	2026	2027	2028	2029
C1.2.2 Intellectual Freedom, Civic Engagement and Democracy Programming	2025	2026	2027	2028	2029
Objective: C1.3 Improve confidence with critical thinking and evaluating information					
C1.3.1 Information Literacy and Critical Thinking Programming	2025	2026	2027	2028	2029
Objective: S1.4 Enhance staff capability to foster civic engagement and social connections					
S1.4.1 Social Connections Learning Opportunity	2025	2026	2027	2028	2029
S1.4.2 Civic Conversations Learning Opportunity	2025	2026	2027	2028	2029
S1.4.3 Information Literacy Learning Opportunity	2025	2026	2027	2028	2029



annual action plans

1. Social connection, civic engagement and democracy	
C1.1 Increase opportunities for greater social connection and community building	C2.2 Create welcoming and collaborative spaces
C1.1.1 Social Connections and Programming	C2.1 Accessible Public Spaces
C1.2 Widen participation in civic dialogue	C2.3 Strengthen the sustainability and resilience of library spaces
C1.2.1 Civic Engagement and Democracy Learning Centre	C2.3.1 Sustainable Practices and Programming
C1.2.2 Intellectual Freedom, Civic Engagement and Democracy Programming	S2.4 Enhance staff capability to provide welcoming spaces
	S2.4.1 Safe and Welcoming Spaces Plan
	S2.4.2 Equity and Inclusion Learning Pathway
2. Shared community spaces	
C2.1 Increase awareness and service use among current library users	
C4.1 Digital Experience Platform	
C4.1.2 Memberships Strategy	
C4.1.3 Wayfinding and Physical Branch Experience	
3. Learning and growth	
C3.1 Increase literacy rates among children and youth	
C3.1.1 Children and Youth Reading and Library Initiatives	
C3.2 Develop life skills and economic resilience	
C3.2.1 Financial Literacy Services Expansion	
C3.2.2 Health and Wellness Programming	
C3.2.3 Life Skills Programming	
C3.2.4 Social and Crisis Support Services Expansion	
C3.2.5 Workforce Development Programming	
C3.3 Bridge the digital divide with new and emerging technologies	
C3.3.1 AI Policy Implementation	
C3.3.2 AI Upgrading Initiative	
C3.3.3 Digital Innovation Hub Expansion	
4. Awareness and availability	
S4.1 Equip staff to champion and promote library services	
S4.1.1 Enterprise Communications	
S4.4 Customer Experience Strategy Implementation	



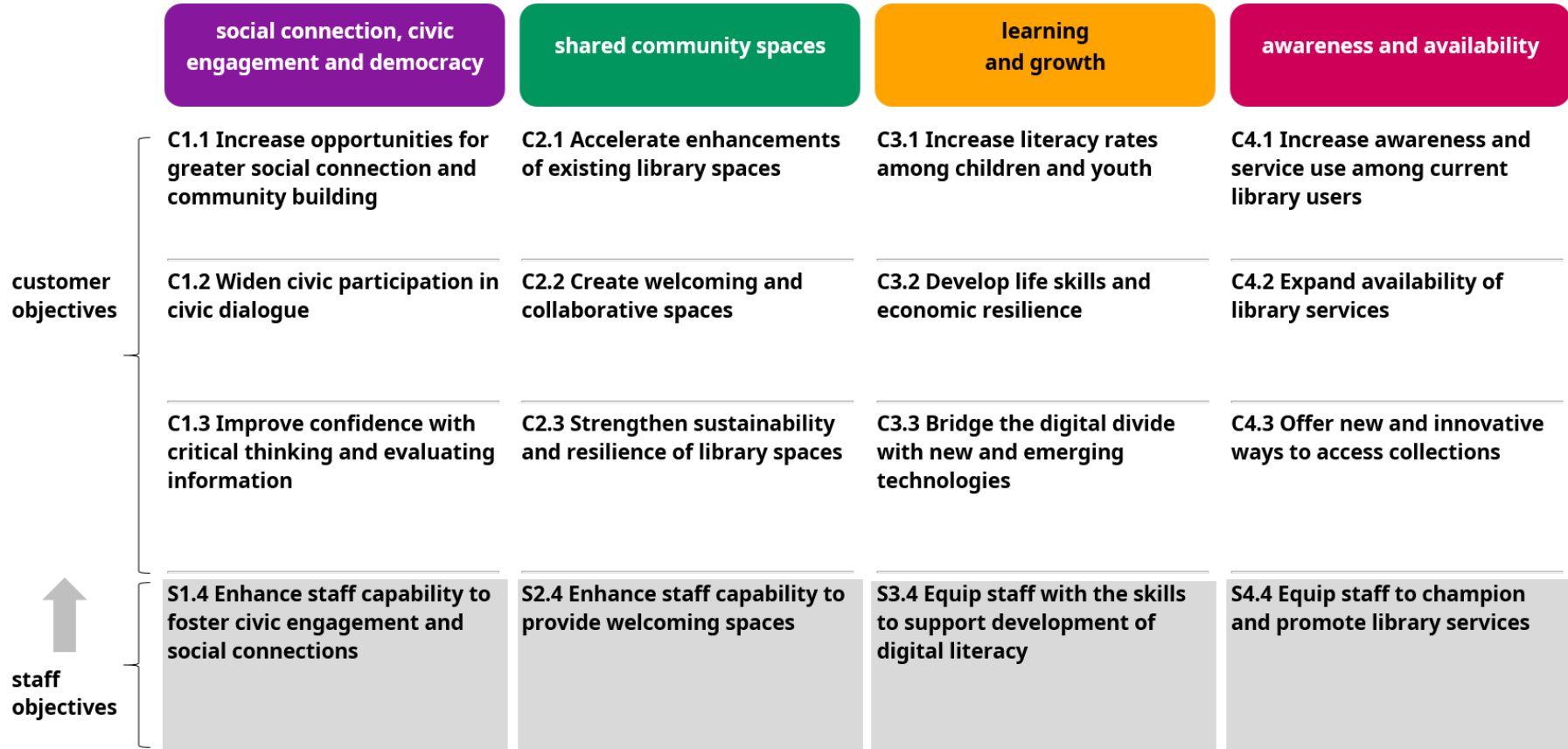
measurement framework

Social connection, civic engagement and democracy	Shared community spaces	Learning and growth	Awareness and availability
C1.1 Increase opportunities for greater social connection and community building Percentage of participants who report feeling a stronger sense of social connection	C2.1 Accelerate enhancements of existing library spaces Average score for branches meeting Service Delivery Model criteria	C1.3 Increase literacy rates among children and youth Percentage of participants who report increased confidence in their literacy skills	C4.1 Increase awareness and service use among current library users Service use rate among current library users
C1.2 Widen civic participation in civic dialogue Percentage of participants who report feeling more motivated to participate in civic activities	C2.2 Create welcoming and collaborative spaces Net Promoter Score of library customers who would recommend the library spaces to others	C3.2 Develop life skills and economic resilience Percentage of participants who report increased confidence in managing their finances, career development, wellness and life skills	C4.2 Expand availability of library services Number of visits to branches with extended hours
C1.3 Improve confidence with critical thinking and evaluating information Percentage of participants who report increased confidence in critical thinking and information literacy skills	C3.3 Strengthen sustainability and resilience of library spaces Greenhouse gas reduction and resilient building score	C3.3 Bridge the digital divide with new and emerging technologies Percentage of participants who report increased confidence in their digital literacy skills	C4.3 Offer new and innovative ways to access collections Percentage of customers who report that they are satisfied with access to library materials
S1.4 Enhance staff capability to foster civic engagement and social connections Percentage of staff participants who report increased confidence in assisting customers with these areas	S2.4 Enhance staff capability to provide welcoming spaces Percentage of staff participants who report increased confidence in their skills and knowledge to provide welcoming spaces	S3.4 Equip staff with the skills to support development of digital literacy Percentage of staff participants who report increased confidence in supporting customers with technology support questions	S4.4 Equip staff to champion and promote library services Percentage of staff participants who report increased knowledge about TPL services

customer objectives and outcome metrics

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staff objectives and outcome metrics

strategic objectives



strategic plan measurement framework

	social connection, civic engagement and democracy	shared community spaces	learning and growth	awareness and availability
customer objectives and outcome metrics	C1.1 Increase opportunities for greater social connection and community building Percentage of participants who report feeling a stronger sense of social connection	C2.1 Accelerate enhancements of existing library spaces Average score for branches meeting Service Delivery Model criteria	C3.1 Increase literacy rates among children and youth Percentage of participants who report increased confidence in their literacy skills	C4.1 Increase awareness and service use among current library users Service use rate among current library users
	C1.2 Widen civic participation in civic dialogue Percentage of participants who report feeling more motivated to participate in civic activities	C2.2 Create welcoming and collaborative spaces Net Promoter Score of library customers who would recommend the library spaces to others	C3.2 Develop life skills and economic resilience Percentage of participants who report increased confidence in managing their finances, career development, wellness and life skills	C4.2 Expand availability of library services Number of visits to branches with extended hours
	C1.3 Improve confidence with critical thinking and evaluating information Percentage of participants who report increased confidence in critical thinking and information literacy skills	C2.3 Strengthen sustainability and resilience of library spaces Greenhouse gas reduction and resilient building score	C3.3 Bridge the digital divide with new and emerging technologies Percentage of participants who report increased confidence in their digital literacy skills	C4.3 Offer new and innovative ways to access collections Percentage of customers who report that they are satisfied with access to library materials
staff objectives and outcome metrics	S1.4 Enhance staff capability to foster civic engagement and social connections Percentage of staff participants who report increased confidence assisting customers in these areas	S2.4 Enhance staff capability to provide welcoming spaces Percentage of staff participants who report increased confidence in their skills and knowledge to provide welcoming spaces	S3.4 Equip staff with the skills to support development of digital literacy Percentage of staff participants who report increased confidence in supporting customers with technology support questions	S4.4 Equip staff to champion and promote library services Percentage of staff participants who report increased knowledge about TPL services

implementation roadmap

1. Social connection, civic engagement and democracy					
Workstream	Active Years				
Objective: C1.1 Increase opportunities for greater social connection and community building					
C1.1.1 Social Connections and Programming	2025	2026	2027	2028	2029
Objective: C1.2 Widen participation in civic dialogue					
C1.2.1 Civic Engagement and Democracy Learning Centre	2025	2026	2027	2028	2029
C1.2.2 Intellectual Freedom, Civic Engagement and Democracy Programming	2025	2026	2027	2028	2029
Objective: C1.3 Improve confidence with critical thinking and evaluating information					
C1.3.1 Information Literacy and Critical Thinking Programming	2025	2026	2027	2028	2029
Objective: S1.4 Enhance staff capability to foster civic engagement and social connections					
S1.4.1 Social Connections Learning Opportunity	2025	2026	2027	2028	2029
S1.4.2 Civic Conversations Learning Opportunity	2025	2026	2027	2028	2029
S1.4.3 Information Literacy Learning Opportunity	2025	2026	2027	2028	2029

2025 action plan

1. Social connection, civic engagement and democracy

C1.1 Increase opportunities for greater social connection and community building

C1.1.1 Social Connections and Programming

C1.2 Widen participation in civic dialogue

C1.2.1 Civic Engagement and Democracy Learning Centre

C1.2.2 Intellectual Freedom, Civic Engagement and Democracy Programming

3. Learning and growth

C3.1 Increase literacy rates among children and youth

C3.1.1 Children and Youth Reading and Literacy Initiatives

C3.2 Develop life skills and economic resilience

C3.2.1 Financial Literacy Services Expansion

C3.2.2 Health and Wellness Programming

C3.2.3 Life Skills Programming

C3.2.4 Social and Crisis Support Services Expansion

C3.2.5 Workforce Development Programming

C3.3 Bridge the digital divide with new and emerging technologies

C3.3.1 AI Policy Implementation

C3.3.2 AI Upskilling Initiative

C3.3.3 Digital Innovation Hubs Expansion

2. Shared community spaces

C2.2 Create welcoming and collaborative spaces

C2.2.1 Accessible Public Spaces

C2.3 Strengthen the sustainability and resilience of library spaces

C2.3.1 Sustainable Practices and Programming

S2.4 Enhance staff capability to provide welcoming spaces

S2.4.1 Safe and Welcoming Spaces Plan

S2.4.2 Equity and Inclusion Learning Pathway

4. Awareness and availability

C4.1 Increase awareness and service use among current library users

C4.1.1 Digital Experience Platform

C4.1.2 Membership Strategy

C4.1.3 Wayfinding and Physical Branch Experience

C4.2 Expand availability of library services

C4.2.1 Open Hours Implementation

C4.2.3 Community-Based Services Expansion

C4.3 Offer new and innovative ways to access collections

C4.3.1 Physical Materials Management Strategy

S4.4 Equip staff to champion and promote library services

S4.4.1 Enterprise Communications

S4.4.4 Customer Experience Strategy Implementation

longer-term impacts

to tpl

to the city

TPL will...

TPL will...

TPL will...

TPL will...

	social connection, civic engagement and democracy	shared community spaces	learning and growth	awareness and availability
City of Toronto Corporate Strategic Plan	✓	✓	✓	✓
Action Plan for Toronto's Culture Sector	✓	✓	✓	✓
Action Plan for Toronto's Economy	✓	✓	✓	✓
Action Plan to Confront Anti-Black Racism		✓	✓	
ConnectTO: Internet Connectivity			✓	✓
Electric Vehicle Strategy		✓		
Gender Equity Strategy		✓		✓
Newcomer Strategy	✓	✓	✓	✓
Our Health, Our City Strategy	✓	✓	✓	✓
Raising the Village	✓	✓	✓	✓
Reconciliation Action Plan	✓	✓	✓	✓
Resilience Strategy	✓	✓	✓	✓
SafeTO	✓	✓	✓	✓
Seniors Strategy	✓	✓	✓	✓
Strong Neighbourhoods Strategy	✓	✓	✓	✓
TO Prosperity: Poverty Reduction Strategy	✓	✓	✓	✓
Toronto Civic Engagement Program	✓			
TransformTO Net Zero Strategy		✓		
Youth Equity Strategy	✓	✓	✓	✓

Impacts for TPL as an organization, for the city and for the global community will be evaluated at the end of five years

to the world



next steps

- Establishing evaluation tools and processes
- Ongoing internal communications and engagement
- Public rollout begins in May



thank you