



service delivery model



service delivery model

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Land Acknowledgement

Toronto Public Library is situated on Indigenous land and Dish with One Spoon territory. This is the traditional territory of the Haudenosaunee Confederacy, the Wendat and the Mississaugas of the Credit First Nation. Toronto Public Library gratefully acknowledges these Indigenous Nations for their guardianship of this land.

This Land Acknowledgement statement was developed in consultation with the Indigenous Advisory Council at TPL, which is made up of community members representing the diversity of Indigenous communities in Toronto, as well as representatives from Indigenous service providers in the city.

TPL's commitment to Reconciliation

TPL is committed to an ongoing and long-term response to Reconciliation. Our Reconciliation Statement, developed in consultation with the **Indigenous Advisory Council at TPL**, acknowledges our role in contributing to the inequities experienced by Indigenous Peoples living in Toronto and our responsibility to ensure that our spaces are culturally safe and relevant for Indigenous communities in Toronto. Our Reconciliation Statement establishes our responsibilities, including our commitment to furthering public and staff education, improving relationships with Indigenous Peoples and developing library programs and services to meet the needs of Indigenous communities.

Read our full Reconciliation Statement at tpl.ca/reconciliation.

Perkins&Will and Smoke Architecture's rendering of the Dawes Road branch portrays the building wrapped in a symbolic Indigenous star blanket, signifying deep respect and admiration for the branch as a community hub and gathering place.

who we are, what we do, why we matter

vision, mission, values and commitments

Together, our mission, vision and values are a central foundation for our Service Delivery Model. Our mission statement describes what we do, while our vision statement serves as a guide for what we are aiming to achieve. Our values highlight our core principles, identify what is important to us and shape how we deliver our services.

our vision

Toronto Public Library will be recognized as the world's leading library by informing and inspiring Toronto and its communities, making us all more resilient, more knowledgeable, more connected and more successful.

our mission

Toronto Public Library provides free and equitable access to services which meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

our values

Equity: Accessibility, respect and fairness

Diversity: Valuing individual needs, experiences and differences

Intellectual Freedom: Guaranteeing and facilitating the free exchange of information and ideas in a democratic society, protecting intellectual freedom and respecting individuals' rights to privacy and choice

Innovation: Encouraging creativity, experimentation and the generation of ideas

Inclusion: Welcoming participation in decision making and service development by residents and communities

Integrity: Open, transparent and honest in all our dealings

Accountability: Taking responsibility for our actions and the services we provide

Service Orientation: Providing excellent, responsive services

we are committed to:

equity

Our commitment to equity informs how we design and deliver our services. We are committed to creating and maintaining work and public service environments where everyone is welcomed, included and supported, and that are grounded in tolerance and mutual respect. Read our full commitment statement at tpl.ca/equity-statement.

accessibility

We foster an inclusive work and public service environment that supports persons with disabilities. We are dedicated to the identification, removal and prevention of systemic accessibility barriers within our services, programs, employment practices, and digital and physical spaces. Learn more at tpl.ca/accessibility.

intellectual freedom

As a public library, we are committed to freedom of expression as a core value of our services. We will safeguard each individual's privacy to decide what they want to read, view, listen to, or services they want to access, and we will provide opportunities for ideas and opinions to be freely exchanged, including those that are unconventional and unpopular. Read our full commitment statement at tpl.ca/intellectual-freedom.

who we are, what we do, why we matter

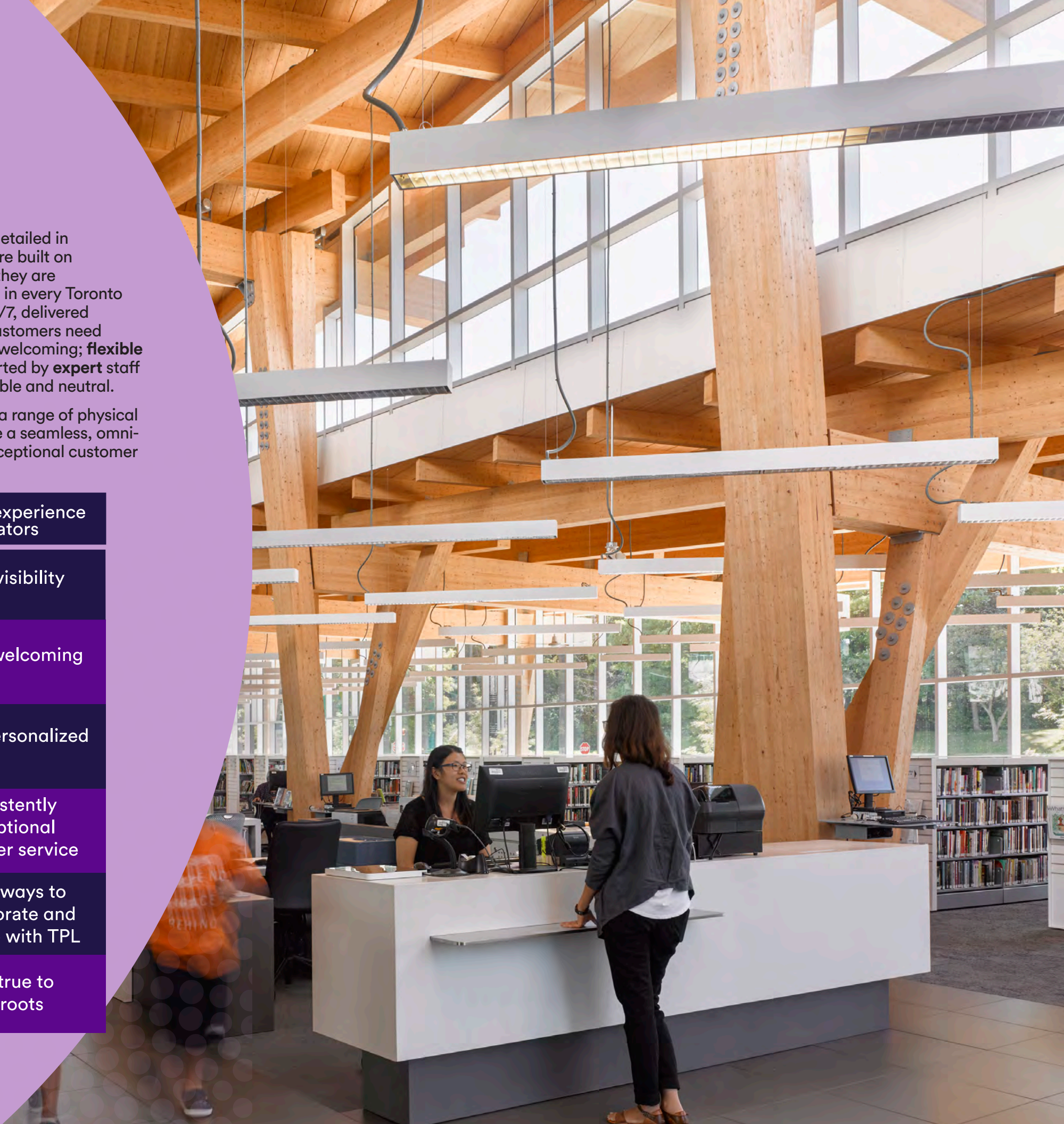
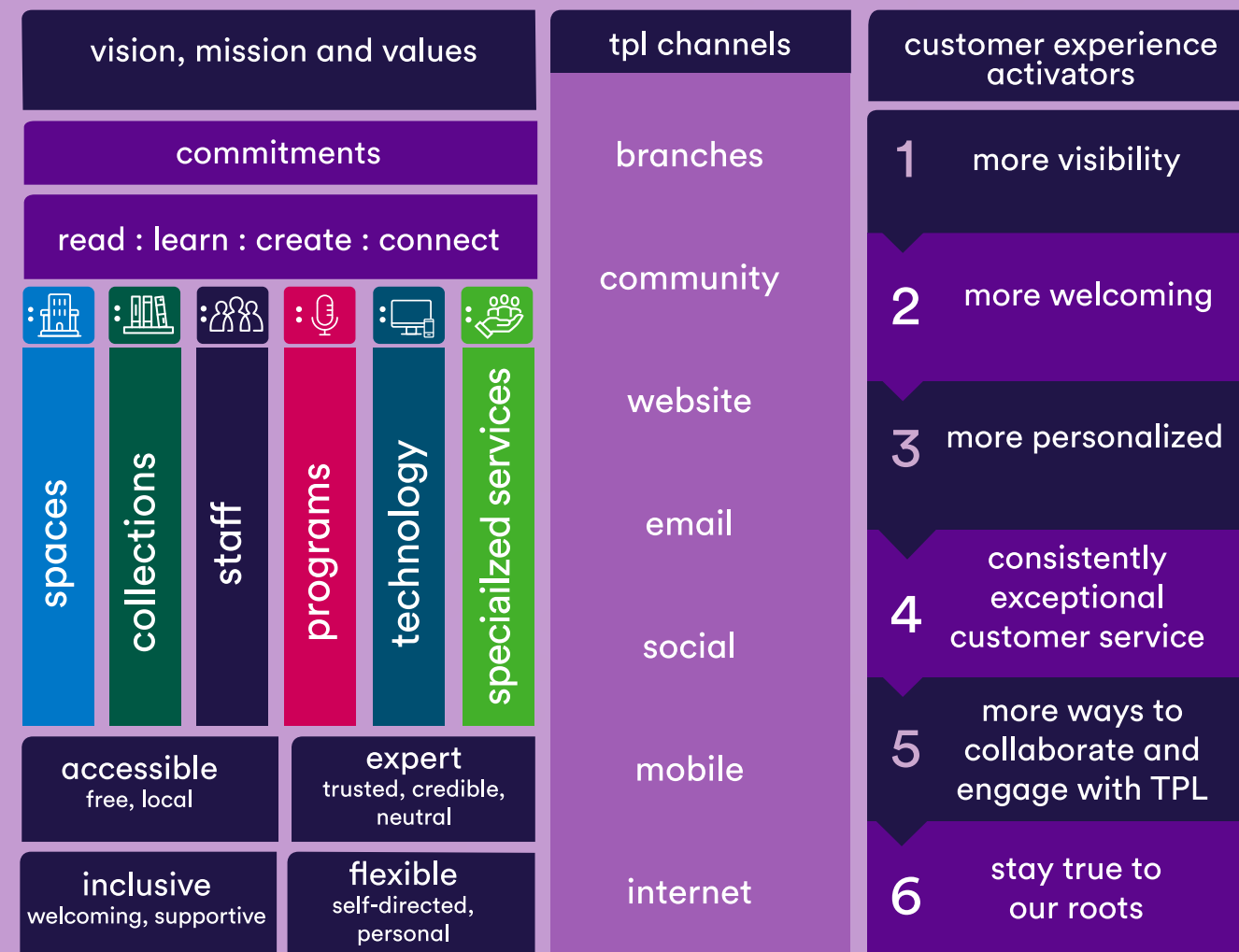
TPL's brand framework

TPL's brand framework tells the story of how the Library provides unique value to our city and its residents. It helps to guide our business and strategic planning, ensuring that we stay focused on that unique value in everything we do.

Guided by our vision, mission and values, we build a lifelong love of **reading** and accessible opportunities for interest-driven, self-directed **learning**; we provide opportunities to experience and **create** culture, to innovate and co-create; and we provide supports that **connect** Torontonians – to our broad and deep resources, to each other, and to their community and city.

Delivered through six pillars detailed in this document, our services are built on four foundational principles: they are **accessible**, with free services in every Toronto neighbourhood and online 24/7, delivered locally, where and how our customers need them; they are **inclusive** and welcoming; **flexible** and personalized; and supported by **expert** staff who are trusted, knowledgeable and neutral.

We deliver all of this through a range of physical and digital channels to create a seamless, omni-channel environment with exceptional customer service and experiences.



TPL's service delivery model: an overview

TPL provides free and equitable access to information and ideas with services and supports to help people read, learn, create and connect. Our Service Delivery Model outlines the types of services we offer (our service pillars) and how those services are provided (our service tiers). It establishes our service levels and describes how we plan and deliver library services and infrastructure.

Our Service Delivery Model is both practical and aspirational, outlining a systematic approach to branch and service planning that envisions what's possible with sustained investments in library infrastructure and service delivery.



TPL uses this reference document to communicate standards, planning guidelines and service levels for branch and digital service delivery tiers. It summarizes key themes from other strategies and frameworks, and is updated as required to reflect TPL's strategic priorities. While we have already met some of the standards outlined here, others describe a preferred future state based on growth and development areas.

TPL's Service Delivery Model outlines our current approach to library service and infrastructure planning and delivery, which:

- provides scalable, flexible options and planning guidelines for service development that are responsive to changing community needs and patterns of growth and change in the city, in order to position the Library and Torontonians for long-term success
- builds on our proven track record of community building through a network of exceptional and well-maintained branches that leverage library system and local community resources
- drives creativity, innovation, excellence and efficiency by anticipating current and future needs
- is data-driven and evidence-based, and guided by our strategic priorities and outcomes
- leverages digital services and technology to enhance library service access and deliver exceptional customer experiences
- creates services that are accessible and welcoming to all, with a particular focus on equity-deserving groups and persons with disabilities
- reflects our commitment to ensuring that our spaces, collections and services reach, engage and reflect Indigenous communities to help express and amplify their voices
- uses a service development process that ensures new services are aligned to TPL's strategic priorities and are an effective allocation of resources
- engages key stakeholders to understand and meet their needs – including residents, communities, users, staff and others
- ensures that TPL's mission and service values are central to library planning
- aligns with the Library's Facilities Master Plan
- aligns with and supports City of Toronto and Province of Ontario key priorities and strategies

TPL's Service Delivery Model is supported by two foundational strategies, which help us determine priorities that ensure our services are responsive to the evolving needs of our communities.

Our **Strategic Plan** identifies priorities for future improvement to advance the Library's mission and vision, and outlines the ways we measure and report on our outcomes.

Our **Digital Strategy** is our path to delivering exceptional digital value and experiences enabled by a modern, connected and sustainable data and technology environment.

library service pillars

Our six service pillars describe the essential functions of the Toronto Public Library. Together, they make up our modern Library service and enable TPL to fulfill our mission to provide universal access to information and ideas, and services which meet the changing needs of Torontonians. All six pillars are provided through the Library's service delivery tiers, which include both physical and digital channels.



spaces

TPL provides welcoming, accessible and inclusive spaces that are flexible and sustainable, and inspire Torontonians of all ages and backgrounds to be and grow together. They are destinations for work, study, collaboration, leisure and learning.

We're constantly adapting and reimagining our spaces to be practical and multifunctional in response to the changing needs of Toronto residents. Our spaces are designed to suit a wide variety of uses, and to be places of exploration and refuge, where people can pursue their ideas, engage their imagination, develop their interests, relax, and make community connections. This includes digital and virtual spaces where people can connect with each other and with TPL online.

Our welcoming branches feature flexible layouts and easy-to-configure furniture to accommodate many uses that support our customers through all life stages. This includes multiple seating and study/work space options, multi-function meeting and program rooms, and custom-designed zones to accommodate different needs. Library branches also provide access to spaces where people can connect with library-supplied technology or plug in their own devices and use free library Wi-Fi.

Our aim is to maximize public space and provide efficient access to our resources through the creative use of space, such as moveable shelves for collections. Our library branches animate streetscapes, maximize use of natural light and provide

visibility into our spaces wherever possible. All our spaces reflect high standards for accessibility, maintenance and cleanliness.

Sustainability is an important aspect of library spaces design. With new construction, TPL adheres to the Toronto Green Standard, which implements the environmental policies of the City of Toronto's [Official Plan](#). The Library aims to use the latest design and construction technologies to create buildings that are sustainable and climate resilient, including but not limited to automated and high performance building systems, use of natural light, furniture, finishes and exterior landscaping.

As part of our ongoing and long-term commitment to Reconciliation, TPL identifies and pursues opportunities to incorporate **Indigenous Place-making and Place-keeping** into our spaces, including the naming of branches, building design, signage, architecture and branch features, supported by appropriate consultation with Indigenous communities.

Our branches' **outdoor spaces** extend access and advance our role as community gathering places, with features such as external seating, beautiful landscaping, public art

installations and reading or community gardens with Wi-Fi access.

We offer a range of **exhibit and display spaces** featuring curated exhibits from TPL's Special Collections, and often in partnership with other cultural organizations.

TPL also offers **specialized zones and spaces** that are purpose-built to support a range of unique library services. These include, but are not limited to: KidsStops, Discovery Zones, eLearning Labs, Digital Innovation Spaces and multi-purpose rooms for library programs or community use. Many of the spaces allow the Library to support digital literacy and technology access by creating the infrastructure to offer training and STEM learning for all ages.

TPL's Spaces Vision Framework outlines a strategic approach and plan to expand these specialized zones and spaces, and the services they support, to enable us to respond to the unique needs of local communities and to support equitable access to services across the city.



appendix a:

summarizes the Spaces Vision Framework and provides descriptions of specialized zones and spaces where we offer unique library services.

collections

With more than 10 million items in multiple formats and in over 40 languages including English, French and Indigenous languages, Toronto Public Library has the largest and most comprehensive public library collection in Canada. Our collections are built to respond to the needs of library users of all ages, abilities and interests. They range from current and popular materials, to extensive reference and research-level collections, to archival and special collections, including those that celebrate the unique neighbourhoods of Toronto.

We collect and curate relevant, current and accurate information resources that add value to our communities, and that reflect the diversity of their interests and needs.

Our collections are available in branches, online and in the community, and are promoted, curated and displayed in ways that make them easy to browse and discover.

Our **electronic resources** include a broad range of ebooks, eaudiobooks, digital music and video, digital magazines, and databases, as well as materials digitized and curated from our rich historical and special collections and included in TPL's Digital Archive and the [Digital Archive Ontario](#).

We expand the types of materials available for borrowing in our collections to respond to innovative opportunities and emerging customers needs. These include musical instruments, technology kits, and passes that provide free access to cultural and nature experiences.

We steward major collections of **rare and special collections**, including the Baldwin Collection of Canadiana, the Merrill Collection of Science Fiction, Speculation & Fantasy, and the Osborne Collection of Early Children's Books. We also curate specialized focus collections, such as the Jewish Mosaic Collection, the Native Peoples Collection, the Pride Collection, and the Rita Cox Black and Caribbean Heritage Collection.

To broaden and extend access to our collections, we offer **mobile library services**. These include Bookmobile service to areas that are not close to library branches or where there is a physical barrier, which makes access to a library challenging; and Home Library Service, which delivers library materials to Toronto residents who are homebound due to age, illness or disability.

staff expertise

Toronto Public Library's expert staff facilitate and support discovery and learning across all of the Library's tiers of service. They have the knowledge and skills to deliver high quality, personalized service in a complex and changing environment.

Through regular survey results, our customers report consistently high satisfaction with our staff. Our library staff:

- deliver exceptional customer service that is trusted, collaborative, innovative and responsive to local community needs
- support the discovery and use of library collections, connecting residents to relevant information and ideas in all forms, and offering expert reading recommendations
- deliver programming and instruction that provides access to cultural and learning opportunities
- connect residents to community resources and experts, and to library resources through community engagement and outreach activities
- support technology access and use, helping customers use both their own and TPL's equipment to participate fully in the digital world
- reflect our city's diversity and have the skills and training to understand and be responsive

to the unique needs of our communities

Staff providing information services have the appropriate knowledge, skills and training to meet our users' information needs. They are trained to assist readers with all of their reading needs, including early literacy support, expert reading recommendations, and inspiring a lifelong love of reading in readers of all ages. To facilitate access to staff expertise, the **Book a Librarian (BAL) service** provides personalized appointments offered in all branches for customers to receive support with research, discover their next great read, or learn how to access and use library resources and services.

To ensure a welcoming environment for everyone, our staff receive training in trauma-informed approaches to customer service. This enhances their capacity to support all library users, including those from vulnerable and equity-deserving communities.

TPL staff working in support and administration functions play vital roles in supporting public service excellence, and the delivery of exceptional customer experiences across our tiers of service. Facilities maintenance, IT, communications & marketing, finance, administration and human resources all provide expertise in specialized roles that enable the organization to execute its mission and achieve its strategic objectives.



appendix b:

provides an overview of TPL's branch staffing model and guidelines, which describe the branch staffing levels required to support efficient service delivery and the achievement of Strategic Plan outcomes.

appendix c:

outlines TPL's six activators of a great customer experience, which guide our work to deliver consistent, exceptional service across every touchpoint.

programs

Toronto Public Library offers a range of programs for all ages that extend and promote access to information in all its forms, and encourage participation in community, cultural and civic life. Our programs offer collaborative, experiential and mentorship learning opportunities that empower Torontonians to be more resilient, more knowledgeable, more connected and more successful.

Programs focus on lifelong learning, reading and diverse cultures, as well as multiple literacies, including early literacy and digital literacy. They promote library collections and resources, offer access to professional or subject matter expertise, and build connections between residents and communities. Programs are tailored to the unique needs of specialized audiences and a range of age groups, from infants and toddlers through to seniors.

They can take place in branches, online or in the community, and range from storytimes, to multi-week courses, to showcase events with local and international authors and thinkers.

Library programs are delivered by TPL staff, community collaborators, and external presenters and performers. Collaborations with community organizations and groups enable TPL to expand awareness and reach of library programs and

extend the public's access to community expertise. By showcasing external presenters and performers in our programs, we provide opportunities to cultivate and promote emerging and established local, national and international talent.

We continually improve our standards for program offerings that meet or exceed community needs, and are committed to delivering programs that are accessible, responsive and high quality.



technology

Today, technology and the Internet are available but can be expensive, and ways to understand and use them are not always easy to access. TPL helps to bridge the digital divide in our city that makes it difficult for many residents to live their day-to-day lives, access opportunities and contribute to Toronto's success.

Computers, printing, scanning, Wi-Fi and Internet services are available in branches across the city. The library is the main access point for the Internet and technology for users, so we offer bandwidth speeds and current software that meet requirements for daily life.

Specialized technologies and software are available across the city that allow users of all ages, skill levels and backgrounds to innovate, design, develop and incubate ideas, and create and experiment in positive ways. Our flexible workspaces support the use of technology in library branches and help facilitate individual and collaborative group work.

Toronto Public Library offers digital literacy services to support all residents in gaining a range of digital literacy skills, from beginner to advanced. Learning opportunities support a range of customer needs and aspirations: lifelong learning, professional skills development, IT certifications, artistic creation, entrepreneurship and recreational enjoyment.

Digital literacy services are available through formal training, online resources, one-on-one sessions with library staff and informal assistance.



specialized services

Toronto Public Library develops specialized services tailored to meet the unique needs of Toronto's diverse populations, and respond to their evolving needs and opportunities. Specialized services are designed to support equity and inclusion, increase access to library resources and help us to deliver on our strategic priorities.

These services often address unmet community needs and advance the Library's core mission in innovative ways, for example through Wi-Fi hotspot lending to reduce the digital divide, or job search support through Virtual Interview Rooms. Such services often leverage and combine the resources of other service pillars to deliver unique and innovative services tailored to particular populations, for example Adult Literacy Services, Youth Hubs and Leading to Reading (see examples below).

Specialized services can also provide access to additional resources beyond the usual scope of library services, like [tpl:map](#), which provides free admission passes to arts, cultural experiences and attractions.

Offering opportunities for art exhibits provides a valuable

service that enables library visitors to participate in the creative life of their community, and presents community artists with an avenue for exhibiting their work locally. Space rental services meet community need by making affordable public space available to individuals and groups whose primary purpose is the promotion of cultural, educational and community activities.

We also collaborate with community agencies to deliver services in our branches that meet the needs of shared customers, to reach people where they are and increase access to essential services that improve their quality of life. This includes, for example, library settlement support services, financial empowerment counselling services and social services teams that provide low-barrier mental health and crisis support.

The Library is enabled to provide many of these specialized services through alternate funding sources, beyond core library funding provided by the City of Toronto. The TPL Foundation, a registered charity dedicated to raising funds for Toronto Public Library, provides funding to help pilot and/or establish many of TPL's specialized services which then may receive more permanent funding from the City once proven. The Foundation, as well as the provincial government, support TPL's leadership in provincial and national initiatives, such as the TD Summer Reading Club, Library Impact Ontario and the Digital Archive Ontario.



Specialized services combine multiple service pillars and support the development of various skills and literacies of particular groups. Some examples include:



adult literacy services

We support learners and the adult literacy community by providing access to literacy books, resources, spaces and staff supports. In our dedicated spaces, we also offer one-on-one tutoring in basic reading, writing and math for English-speaking adults 19 years or older.



leading to reading

This service supports children in grades 1 to 6 who struggle with reading. With help from dedicated volunteers, we support skills development and aim to inspire a lifelong love of reading.



youth hubs

As vibrant drop-in spaces, our Youth Hubs are designed for teens to study, hang out with friends and access the latest technology, including laptops and iPads. We offer engaging activities such as arts and crafts and gaming to foster a dynamic learning environment, as well as dedicated staff who mentor and provide grounded youth supports.

four tiers of service delivery

Toronto Public Library provides customers with a seamless in-person and online experience to ensure that everyone who wants to can use the library in ways that are convenient and responsive to their needs. We offer easy and equitable access to spaces, collections, staff, technology, programs and specialized services through our four tiers of service delivery.

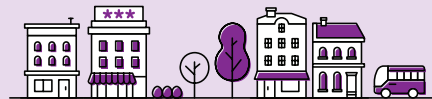
Through our branch network, we connect residents and communities, and provide access to services for learning, culture, health, leisure, entertainment and work. We further expand our reach through digital and community-based services, meeting Torontonians where they are to ensure our offerings are available to all.



tier 1: neighbourhood branches and community-based services serving local communities

Our 81 neighbourhood branches provide collections and services that meet the diverse needs of local communities across Toronto. Neighbourhood branches offer collections and services in three graduated levels determined by a combination of factors, including branch size, busyness, service complexity and geographic distribution across the city.

To extend our reach outside our branch walls, we use a range of approaches to bring TPL directly to customers, including Home Library Services, Bookmobile, Community Librarians and library outreach.



tier 2: district branches serving broader communities

Our 17 district branches offer extensive informational and recreational collections and services that expand on and complement our services available in neighbourhood branches, meeting the needs of the larger community. These branches are spread out across the city to provide geographic equity and most provide service to Neighbourhood Improvement Area (NIA) communities.



tier 3: research and reference branches serving the city and beyond

Our two research and reference branches offer comprehensive and specialized collections and services that are of interest to residents of the city and beyond. Like our district branches, they also offer broader informational and recreational collections and services, supporting the larger community and applying an equity lens to collections and services.



tier 4: digital providing responsive, accessible 24/7 service

TPL provides convenient, relevant, personalized digital services that span all six service pillars. We offer these services through multiple online channels, including our website, email, social media, telephone, mobile and immersive technologies, and enable accessible service experiences for people located anywhere in the city and beyond. Many digital services are 24/7.

We design our digital services with accessibility in mind – and specifically to meet the needs of equity-deserving groups – to ensure that everyone can access these services how and when they need to. Customers may choose digital some or all of the time because it is more convenient, useful or accessible for them. As technologies continue to evolve, we will provide options for customers to opt in to personalized services that use their data, putting them in full control of their online experience. TPL takes privacy seriously and protects our customers' personal information and data.

Some notable services we offer digitally include:

- membership-related functions like placing holds, paying bills and managing accounts
- information services delivered through email and chat
- ecollections, such as ebooks, emagazines and research databases
- online programming and elearning resources



appendix d:

provides a map of our locations across Toronto.

appendix e:

outlines our service guidelines, which explain how we provide service to ensure an integrated customer experience.

appendix f:

provides an overview of our branch planning guidelines, which ensure our branches are accessible, welcoming, comfortable and well-maintained spaces that reflect the needs and character of local neighbourhoods and the city.

appendix g:

outlines our Bookmobile service guidelines.

appendix h:

provides an overview of our community-based services.

appendix i:

outlines our digital services vision.

appendix a: spaces vision framework

TPL's Spaces Vision Framework sets out guiding principles and governance for the development and implementation of specialized zones and spaces within TPL branches. Specialized zones and spaces provide appropriately-designed and equipped backdrops for successful and engaging learning, collaboration and shared experiential opportunities. They can be reconfigured according to service needs, including the co-location of services wherever possible. Some spaces are mobile kits that can be used across many library branches.

The Framework includes a glossary of the specialized zones and spaces and their minimum standardized requirements, and an implementation plan. Spaces are implemented

according to the Spaces Vision Planner, a planned and strategic approach to developing and expanding specialized zones and spaces to ensure equitable and consistent library service delivery throughout Toronto. We update the Spaces Vision Framework and Planner annually to reflect the changing needs of the community, the evolution of existing library services, and the inclusion of new spaces and related services as appropriate. Through the Spaces Vision Planner, TPL realizes a minimum standard service level for Tiers 1 to 3 of the Service Delivery Model.

Current specialized zones and spaces are organized into service categories, and are summarized below.

Digital Literacy and Innovation Spaces

Digital Literacy and Innovation Spaces are learning, collaboration and creation spaces that foster, support and inspire individual and community development of knowledge about essential and emerging digital technology. These spaces provide the information, tools and support Torontonians need to participate in, contribute to, and succeed in today's digital environment.

Library branches offer a variety of digital innovation spaces depending on their size and tier, including **Digital Innovation Hubs**, **Audio Visual Studios**, **Fabrication Studios** and, as design permits, additional innovation space that meets local community needs and interest. Neighbourhood (Tier 1) branches without a

Digital Innovation Hub host Pop-Up Learning Lab technology classes,

including robotics and coding using a mobile collection of equipment. These kits support STEM education by enhancing branch program offerings, outreach and staff learning opportunities.

Computer Learning Centres are classroom-style spaces for digital literacy training. They are equipped with PCs that feature Microsoft Office products, Adobe Creative Cloud software, a selection of free or open-source software, Internet connectivity and a professional-grade photo/slide/negative scanner. The Centres are available for self-directed independent and collaborative learning, as well as general use when classes are not in session.

Select branches have **eLearning Labs** with flexible furniture to allow changing room configurations to facilitate peer learning. These labs also include high-end laptops to support intensive computing tasks and make possible technology training, such as video/audio editing, web development, desktop publishing, 3D rendering and programming

Mobile Neighbourhood Tech Kits (NTKs) provide access to laptops and productivity and creativity software that can be used both in library programming spaces and out in the community to support users with building digital literacy skills.

Children's Spaces

Children's spaces in a branch are vibrant destinations for children from birth to 12 years and their families, and are clearly identifiable through signage, branding and physical elements like furnishings. Children are invited to explore the physical collections and technology, access seating, furnishings and shelving sized just for them, and create and play with interactive materials. These playful features – along with other elements that meet the needs of families, such as space for stroller parking and flexible furnishings that support a child and adult learning together – remind children and families that this is a place where they can create, play, discover and explore together.

A children's area may also include a specialized space for younger children called a **KidsStop**. KidsStops are interactive early literacy centres for children ages birth to five years and their parents and caregivers, where children can develop their preliteracy skills. Each KidsStop has a unique theme and design, and the installations give children the opportunity to explore through play and develop their emergent literacy skills. KidsStops are bright, welcoming destinations for families, designed to attract and excite the imagination and sense of play in preschool children. Existing KidsStop themes include space, transportation and photography, and interactive elements may include play structures, panels and kiosks, and an oversized picture book called a Big Book.

Similarly, a children's area may include a **Discovery Zone** for older children. Discovery Zones include permanent installations designed for children aged 6 to 12 that incorporate high- and low-tech features that spark creativity and encourage hands-on exploration. A Discovery Zone is usually close in proximity to the KidsStop in the branch, and fosters critical thinking,

problem solving and collaborative skills to develop multiple literacies. Existing installations like the eye-catching Everbright Wall, Ball Wall and Coaster add a "wow" factor, and give children agency to self-direct their experience.



Teen Spaces

While TPL encourages teens to use all library spaces, we also design dedicated areas for ages 13 to 17. The purpose of these dedicated spaces, currently known as Teen Zones and Youth Hubs, is to give teens agency to explore their own emotional, social and intellectual needs with support from library staff.

Teen Zones are welcoming and inclusive dedicated spaces for teens with access to teen collections and other relevant information. When space allows, they include computers and flexible space for group and individual study.

Youth Hubs are drop-in spaces (usually branch program rooms) with access to homework help, activities and programs, snacks and a broad range of current technology. They are open after school and during the summer months and are staffed by librarians with support from other branch staff.

Youth Hub service allows staff to build relationships with teens, offer responsive programs, and connect them with relevant branch, system and community services. These may include library collections, programs, digital equipment and training, community events and services, and volunteer and employment opportunities.

TPL has established best practices to create welcoming, flexible teen spaces located close to relevant collections and technology, which offer staff support and teen programming. More important than having a sign designating the space as for teens, is creating a useful space that is clearly designed by teens and includes their artwork, comfortable and inviting furniture, and materials that support their schoolwork and interests.

An essential part of the process of designing a teen space is meaningful and varied consultation with teens and community youth-serving agencies. Quantitative data informs and guides planning for the location of teen zones and spaces. Census reports can provide information about demographics and teen density within the geographic area. Considerations such as walking distance from middle schools and high schools, proximity to transit options, and the presence of other teen attractions (e.g., malls, community centres, theatres) provide data which can be used to project teen traffic.

Programs and Event Spaces

TPL's network of program and event spaces extends and promotes access to information in all its forms, and encourages participation in community, cultural and civic life. Spaces include community rooms, performance theatres and premium event venues.

Most branches offer **community rooms**, designed to support a variety of library programs and activities. Rooms include appropriate amenities and equipment to promote a welcoming environment. When not in use for library service, community rooms are available for rent to support individual and group events whose primary purpose is promoting cultural, educational and community activities.

Fully-equipped performance **theatres** provide a large, central public space through which TPL offers rich access to culture and performing arts for local communities and residents. Artists of all types, including musicians, dancers, drama students, poets and writers can book the space to rehearse a new work, or present it to a selected audience.

Research and Reference (Tier 3) library branches offer **premium event venues** used for large high-profile library programs and events to help raise TPL's profile as a significant contributor to and participant in the city's arts and cultural life, and an institution that makes literary arts and culture accessible to all Torontonians. Community members can rent premium event venues for business conferences, social events such as weddings and for special functions, generating revenue for reinvestment. Event venues include features and amenities consistent with the intended use.



appendix b: staffing model and guidelines

Library staff play a critical role in developing, delivering and evaluating services that respond to evolving community needs. Our Branch Staffing Model ensures our services align with TPL's values, policies, standards and Strategic Plan outcomes across all service tiers.

TPL staff have the competencies, knowledge, skills and technical tools to fulfill the responsibilities of their roles. To support this, we provide a comprehensive learning and development program, which includes orientation and ongoing education – both formal and informal – through courses, communities of practice and networking. We also support staff participation in professional development opportunities in the public library sector to foster service excellence and innovation.

We regularly review our organizational structure, job classifications and staffing levels, and update them as required to support organizational transformation, reflect the changing technology landscape, and address community needs through specialized services. The Branch Staffing Model standardizes staffing levels and classifications

for each of TPL's four tiers of service.

The Branch Staffing Model and guidelines are reviewed and updated as required to:

- support the achievement of Strategic Plan outcomes and organizational priorities
- support service levels, including open hours, and allocate staffing levels efficiently and effectively to operate branches
- provide appropriate staffing levels for new library spaces and services, including Digital Innovation Hubs and Youth Hubs
- balance resources across branches and the allocation of part-time and full-time staff
- support community-based services, including Outreach Librarians
- respond to demographic changes and user needs and trends in online and in-branch library use
- meet Collective Agreement requirements, legislative requirements and City directives



appendix c: customer experience activators



TPL has identified six activators of great customer experiences, across all of our service pillars. These six focus areas were identified through a process called TPL Experience 360, which asked staff, our partners, library users and the public what an exceptional library experience should look and feel like. With engagement across all 100 branches, a specially designed online platform and 15 facilitated workshops, we received more than 2,000 written comments and counted 3,260 online votes about how we can evolve for 21st century service excellence.

1) More visibility of spaces and services

Customers want to find their way to and around TPL with more ease, as well as streamlined ways of discovering and exploring new programs and services.

2) More welcoming online and in person

Our customers have different needs and uses for our spaces and services. Our goal is to be responsive to their evolving needs and expectations, and welcoming to all.

3) More personalized

Customers want to easily find and access personalized library services that meet their unique needs. With flexible service offerings, TPL can play a vital role in helping customers when, where and how they need us most.

4) Consistently exceptional customer service

Customers love the service that our library staff provide. But we want to ensure that our customers are receiving consistently exceptional customer experiences across all of the touchpoints, with every service, and through all of channels that they connect with and use us.

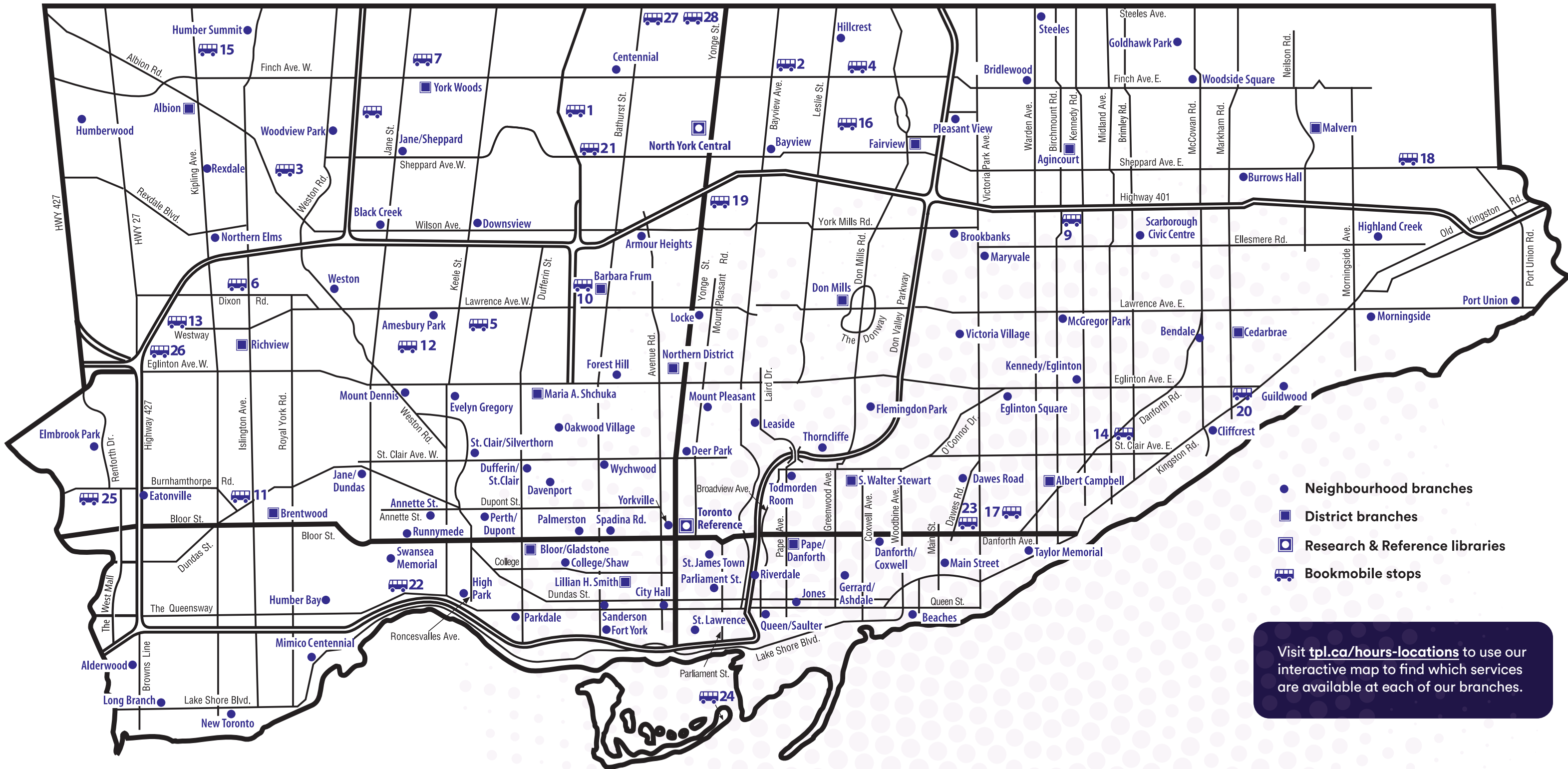
5) More ways to collaborate and engage with TPL

Internal and external customers both want more opportunities to collaborate and engage with TPL to share their views and ideas for continuous improvement.

6) Stay true to our roots


The accessible, inclusive, flexible and trusted services TPL offers play a vital role in helping all Torontonians be successful. Customers have asked TPL to continue focusing on our core mandate and mission, while we continue to innovate.

appendix d: branch map



Visit tpl.ca/hours-locations to use our interactive map to find which services are available at each of our branches.

appendix e: service guidelines for branch tiers



		Tier 1: Neighbourhood Branches and Community Services			Tier 2: District Branches	Tier 3: Research and Reference Branches	Tier 4: Digital
		81 branches	Two Bookmobiles – 28 stops	Community Librarians & Home Library Services	17 branches	2 branches	Website, internet, email, mobile, social media and immersive technology
 spaces	Service Area	Serving a minimum of 25,000 people Residents within 1.6 km radius	Entire Toronto service area – 2,800,000+ population	At service locations across the city	Serving a minimum of 100,000 people Residents within a 2.5 km radius, providing services to the local neighbourhood and larger district	Entire Toronto service area – 2,800,000+ population	Entire Toronto service area and beyond
	Location	Central in the neighbourhood or in proximity to other services High visibility Well-served by public transit Access at grade	Minimum of 1.7 km to the closest branch, with exceptions where significant physical barriers limit access Provide access to underserved or isolated communities with a focus on vulnerable populations Located at convenient community focal points with good visibility and easily accessible by walking	On site at partner or agency locations across the city Delivery of materials to resident homes Provide access to underserved or isolated communities with a focus on equity-deserving groups	Maximum access, high visibility and user convenience, strategically located in the community Well served by public transit Services and access at grade	Maximum access, high visibility and user convenience Central locations on public transit Services and access at grade	Maximum access and user convenience Available anywhere, including within library branches
	Optimum Size	10,000 – 20,000 square feet, depending on population density and neighbourhood branch classification Appropriate to the collection size and services Three graduated levels are determined by a combination of factors, including size, busyness, service complexity and geographic distribution across the city	Not applicable	Community Librarians require at minimum access to a workspace to accommodate a desk and laptop	Larger than neighbourhood branches, district libraries have a minimum of 25,000 square feet Appropriate to the collection size and services	Minimum of 150,000 square feet Appropriate to collection size, exhibits and services	TPL-managed websites must be able to support hundreds of simultaneous transactions at peak times

Tier 1: Neighbourhood Branches and Community Services

Tier 2: District Branches

Tier 3: Research and Reference Branches

Tier 4: Digital

	81 branches	Two Bookmobiles – 28 stops	Community Librarians & Home Library Services	17 branches	2 branches	Website, internet, email, mobile, social media and immersive technology
 <p>spaces</p>	<p>Weekly Hours of Operation</p> <p>40-69 hours per week Monday to Sunday</p>	<p>40-69 hours per week Monday to Saturday</p>	<p>Community Librarians on site on a regular schedule, as per agency agreement</p> <p>Home Library Services 40 hours per week (Monday to Friday)</p>	<p>Minimum of 69 hours per week Monday to Sunday</p>	<p>Minimum of 69 hours per week Monday to Sunday</p>	<p>24/7</p>
	<p>Community /Public Space</p> <p>Specialized spaces with a variety of uses and age groups, including children, youth and adults</p> <p>Programming/community rental space</p> <p>Study space/work areas</p> <p>Group study and meeting rooms (small)</p> <p>Outdoor space, where applicable</p>	<p>Flexible opportunities for programming and events</p>	<p>Not applicable</p>	<p>Specialized spaces with a variety of uses and age groups, including children, youth and adults</p> <p>Programming/community rental space (100-200 seating capacity)</p> <p>Study space/work areas</p> <p>Group study and meeting rooms (medium & large)</p> <p>Outdoor space, where applicable</p> <p>Special Collections room and/or exhibit space, where applicable</p>	<p>Specialized spaces with a variety of uses and age groups, where appropriate</p> <p>Programming/community rental space (100-200 seating capacity) and/or premium programming/venue rental space (700+ seating capacity)</p> <p>Study space/work areas</p> <p>Group study and meeting rooms (small, medium & large)</p> <p>Outdoor space, where applicable</p> <p>Special Collections room and/or exhibit spaces</p>	<p>Digital spaces for community engagement and content sharing</p>
 <p>collections</p>	<p>Children and youth collections</p> <p>Indigenous, French and multilingual collections (as needed)</p> <p>General interest, Best Bets, popular, local history and recreational collections</p> <p>Access to a range of digital and online collections</p> <p>Minimum collection size of 40,000</p>	<p>General interest, popular, recreational, children and youth collections</p> <p>Access to a range of formats</p> <p>Indigenous, French and multilingual collections (as needed)</p> <p>Minimum onboard collection size of 2,500 with access to base collection of 15,000 items</p>	<p>Home Library Services collection includes adult regular print, large print, audiobooks, Talking Books and DAISY players</p> <p>Talking Books collection contains both commercial audiobooks and DAISYs</p>	<p>Broad collections, including reference, Best Bets, browsable materials, Indigenous, French, multilingual, local history and specialized collections</p> <p>Children and youth collections</p> <p>General interest, popular and recreational collections</p> <p>Access to a range of digital and online collections</p> <p>Minimum collection size of 100,000</p>	<p>Extensive reference, research and circulating collections; range from comprehensive to research level</p> <p>Special Collections of rare and valuable materials</p> <p>Unique and specialized Indigenous, French and multilingual collections, as well as collections representing other equity-deserving groups</p> <p>Circulating adult, youth and children's leisure and informational materials in all formats; range from basic to research level</p> <p>Popular and recreational collections</p> <p>Minimum collection size of 500,000</p>	<p>Extensive collections including general interest, popular, recreational, educational, online learning and research material</p> <p>Includes licensed content of various formats including ebooks, digital audio and video, digital magazines, newspapers and article databases, digitized books and images from TPL's Special Collections</p>

Neighbourhood Branches and Community Services (Tier 1)

District Branches (Tier 2)

Research and Reference Branches (Tier 3)

Digital (Tier 4)

	81 branches	Two Bookmobiles – 28 stops	Community Librarians & Home Library Services	17 branches	2 branches	Website, internet, email, mobile, social media and immersive technology
programs	<p>Core programs for all ages, including digital literacy</p> <p>Programs based on local community needs and interests with some featuring high-profile speakers</p> <p>Exhibits of interest to the public</p>	<p>Outreach programs prioritizing equity-deserving groups</p> <p>Participation in city-wide events</p>	<p>Outreach programs prioritizing equity-deserving groups Programs based on community needs and interests</p> <p>Focus on digital literacy</p>	<p>Core programs for all ages, including digital literacy</p> <p>Programs based on community needs and interests with some featuring high profile speakers</p> <p>Exhibits of interest to the public</p>	<p>Programs reflecting specialized service areas and community needs</p> <p>Digital literacy instruction</p> <p>Programs and events featuring high-profile speakers</p> <p>Gallery showcasing Special Collections</p> <p>Exhibits of interest to the public</p>	<p>Online program delivery through live streaming, interactive media and audio/video recordings</p> <p>Virtual exhibits</p>
staffing	<p>Branch-based staffing</p> <p>Responds to particular needs of local neighbourhoods</p> <p>Administrative and service support provided by services and staff in other tiers</p> <p>Staffing varies by the neighbourhood branch classification</p>	<p>Each stop is staffed by two people</p> <p>Special events and outreach supported by services and staff in other tiers</p>	<p>Community Librarians deliver service in collaboration with community agencies and partners</p> <p>Home Library Services:</p> <p>Branch-based staffing</p> <p>Professional staff with subject expertise in service areas allocated to address community needs</p>	<p>Branch-based staffing</p> <p>Professional staff with subject expertise in service areas allocated to address community needs</p> <p>Management and leadership to support services at the branch, area and system level</p> <p>Responds to needs of local neighbourhood and larger district</p>	<p>Branch-based staffing</p> <p>Professional staff with subject expertise in service areas allocated to address community and city-wide needs</p> <p>Staff support digital, district and neighbourhood services and collections through staff subject expertise and access to materials and information</p>	<p>Specialized staff with expertise in developing and managing digital services: computer programmers, designers, digital content specialists and user experience specialists</p>
technology	<p>Computer workstations</p> <p>Neighbourhood Tech Kit</p> <p>Play and Learn STEM Kit</p> <p>Life-cycle maintenance and hardware and software upgrades</p> <p>Wi-Fi availability</p>	<p>Wi-Fi availability</p> <p>Additional technology services as needed and available depending on community</p>	<p>Staff phones, Wi-Fi hotspots and laptops</p> <p>Additional technology services as needed and available depending on community need</p>	<p>Computer workstations</p> <p>Computer Learning Centre or Neighbourhood Tech Kit</p> <p>Digital Innovation Spaces specific to community needs</p> <p>Play and Learn STEM Kit</p> <p>Technology lending for home use including laptops and Wi-Fi hotspots</p> <p>Life cycle maintenance and upgrades of hardware and software</p> <p>Wi-Fi availability</p>	<p>Computer workstations</p> <p>Computer Learning Centre</p> <p>Digital Innovation Spaces specific to branch needs</p> <p>Life cycle maintenance and upgrades of hard-ware and software</p> <p>Wi-Fi availability</p>	<p>Digital technology kits for use outside library spaces</p> <p>Immersive technologies both inside and outside of library spaces</p>
specialized services	<p>Placements of specialized services in a branch, online or in community is informed by an equity lense and determined by community need, along with available space and other resources.</p>					

appendix f: branch planning guidelines

New branch development provides communities with beautiful and flexible spaces that are engaging and uplifting, and contribute to a sense of health and wellbeing.

Branch infrastructure is responsive to development trends, population shifts, changing urban form and density, transportation and transit patterns, and the location of other public services and facilities within the city.

Heritage buildings connect residents and communities with TPL's history, provide a unique opportunity to experience Toronto's past and demonstrate the Library's commitment to preserving these buildings and our history.

As part of the Library's ongoing and long-term commitments to Reconciliation, we work in close consultation with Indigenous communities to incorporate Indigenous Place-making and Place-keeping in our branches.

Location is key to efficient and effective service delivery to residents, and is a critical requirement in planning branches. Library branches are located within the city and its neighborhoods to promote awareness, convenience, access and use.

Requirements include:

- Prominent and convenient community gathering places accessible by public transit and good pedestrian access
- Located on a primary street with high visibility and connectivity to the street
- Centrally located to encourage walkability and reduce vehicular dependence
- Preferred footprint large enough to allow for a single-floor design
- Ground floor access for main entrance (at grade), with a strong visual connection throughout a multi-floor design

Opportunities for co-location and integration with other services are considered if they present an opportunity to maximize public infrastructure within a dense urban form. Requirements for joint facilities and joint-use facilities include promoting greater community connections and interactions, convenience to users, and improved access for vertical communities.

Opportunities for relocation and new facilities are considered if they maximize location requirements and community needs, urban densification where appropriate and opportunities for advancing energy efficiency, or allow for relocation out of leased facilities into City- or Library-owned facilities.

Toronto Public Library's Facilities Master Plan

The Toronto Public Library's [Facilities Master Plan](#) provides a framework for capital investment in the Library's facilities infrastructure. It guides the timing and location for renovations and rebuilding projects. The plan is informed by population and community growth studies, property condition assessments, functional condition assessments, trends in building automation technology and requirements to reflect new models of working for our staff to deliver modern library service.

Facility

Library branches are planned to respond to population growth and capitalize on current and emerging requirements, including: enhancing energy efficiency and smart building technology; accessibility; and inclusive exterior and interior spaces. Ensuring design excellence and creation of facilities that are beautiful, durable and responsive inspires and adds value to the local community.

Public consultation is an integral part of branch planning. Community and resident input ensures that buildings are responsive to local needs, and leads to strong community identity and pride in new and renovated facilities.

Facility requirements include:

- Sized appropriately based on population size and tier of service
- One-story facility preferred, at grade with separate public entrance
- Multi-floor facilities have main entrances at grade with some library services
- Barrier-free design and operations in compliance with Ontario Building Code (OBC) and Accessibility for Ontarians with Disabilities Act (AODA)
- Built to meet or exceed the City of Toronto's Green Standard
- Maximize natural light and passive solar design
- Include building automation systems to improve energy efficiency and decrease energy consumption and cost
- Feature independent operation and metering of all HVAC, utilities and security systems in joint-use facilities

- New building heating and cooling systems are designed with the goal of achieving a 2040 Net Zero system whenever feasible
- Reliable network connectivity
- Follow all City Planning design by-laws and guidelines

Interior space requirements:

- Flexible, easily-reconfigurable spaces
- Options for seating for a variety of uses including work, quiet study, reading and collaborative group work
- Specialized spaces and zones, identified in TPL's Spaces Vision Framework, that are easily configurable to accommodate a range of library services for library customers of all ages including children, teens and adults
- Movable shelving, where appropriate, and merchandizing areas for library collections
- Large windows showcasing activities inside the building and visual display screens promoting library services beyond hours



- Creative design solutions which maximize visibility and sightlines for public and staff
- Technology infrastructure to support networked library services and maximum connectivity to wireless network
- Appropriate energy-efficient lighting levels
- Durable, easy-to-clean and maintain interior finishes
- Space for engaging and highly functional self-service options for the public to check out and return library materials
- Efficiently laid out spaces to support service delivery located adjacent to service points

Exterior space requirements:

- Energy-efficient lighting around the facility after hours to provide a welcoming environment for library services beyond open hours and to promote location and awareness of the facility

- Visible entrance from the street and public parking
- Good Wi-Fi connectivity
- Legal and efficient service entrance, where possible adjacent to a loading area
- Clear visible branch and street signage, visual display screens to highlight library activities where permitted
- Exterior book drop for 24/7 accessibility, compliant with AODA
- Lockable bicycle racks and opportunities for electric micro-mobility
- Parking lot compliant with AODA requirements
- EV charging stations that conform to the City of Toronto's Green Standard

Outdoor Spaces:

- Exterior outdoor spaces provide opportunities for work, study and social interaction, as well as reading and contemplation, with direct and visible access to the interior library
- Reading gardens are included in library design when feasible; these spaces are only accessed from inside library branches. Features include options for seating, study, reading, as well as programming and play. Include access to Wi-Fi and electricity
- Sustainable landscapes promoting native species and Indigenous Place-making are incorporated where appropriate

appendix g: bookmobile service guidelines

Bookmobiles provide a unique service by bringing TPL directly into communities across the city. They travel to underserved or geographically-isolated areas, provide targeted outreach activities and participate in city events that support Toronto's cultural, economic and social fabric. This service bridges the digital divide within low income neighbourhoods by providing expanded access to new technology and Wi-Fi.

Similar to our branches, Bookmobiles offer access to welcoming spaces, collections, programs, technology, Wi-Fi access and expert staff to enable positive outcomes for residents living in these communities.

The Bookmobile schedule is responsive to evolving community needs and supports growing areas of the city lacking conveniently located TPL branches.

Requirements:

- Provide access to underserved or isolated communities, with a focus on vulnerable populations including low-income groups, people with disabilities, children, seniors and newcomers
- Provide a flexible and timely response to changing community needs and demographics
- Provide an alternative service point during temporary branch closures
- Position stops a minimum of 1.7 kilometres from the nearest branch, unless significant physical barriers limit access to the branch
- Place stops at convenient community focal points with good visibility and easy walking access
- Allocate one to two hours per stop
- Carry an onboard collection of approximately 2,500 items consisting of popular and recreational materials in a variety of formats tailored to individual communities
- Provide barrier-free accessibility
- Equipped with mobile wireless services enabling circulation and reference services, and free Wi-Fi access for customers

- Equipped with electrical outlets/recharging stations for public use
- Feature a book drop for efficient service
- Offer flexible opportunities for outdoor programming and outreach, with shade and cover to create comfortable outdoor gathering spaces
- Present a strong visual identity that is consistent with TPL's overall brand elements, creating a prominent presence for the Library as it travels across the city and participates in community events
- Fully electric vehicles that are comfortable, flexible and accessible, designed to meet our communities' evolving needs



appendix h: community-based services overview

To extend the reach of our services beyond our physical branch walls and into communities, we bring the Library directly to customers. Through a range of approaches, in addition to the Bookmobile, we find creative ways to break down barriers to access and ensure that our services reach equity-deserving groups.

Home Library Service is available for Toronto residents who are homebound for three months or longer due to age, illness or disability. Customers receive a customized monthly delivery, free of charge. This includes access to our large print books collection, Talking Books and devices that allow customers to listen to Talking Books. We also have Winter Service for individuals who are homebound during the winter months due to a physical condition. We make deliveries to seniors' apartment buildings, retirement homes and nursing homes within the city.

Home Library Service is critical for people who are unable to visit a branch. It fosters real connections, combats loneliness and social isolation, and provides an essential service to vulnerable populations and communities.

TPL **Community Librarians** are embedded in community-based partner agency settings on an ongoing basis. They are scheduled on-site for specific days of the week to deliver

library services, particularly to individuals from

equity-deserving groups. Our goal is to build trusting relationships, reduce barriers to service access and increase awareness by reaching vulnerable residents in their communities and at their point of need.

Community Librarians offer a wide range of customized services and programming to meet the needs of customers and agency staff. This includes offering TPL memberships, providing assistance in finding and using library resources or additional community supports, and offering one-on-one supports or group training on a wide range of topics, including digital literacy skills development, research help, resume creation and job search skills. Outcomes for customers include increased access to library services, skills development and stronger community connections.

Library outreach activities are conducted by branch staff and promote access to library collections and services, deliver programs and services at the point of need in the community, and ensure that our innovative programs and services are informed by community needs. TPL staff are library ambassadors when they are in the community. They partner and collaborate with community leaders to create and sustain meaningful relationships that contribute to strong neighbourhoods and responsive library service.

Through outreach, staff engage with non-library users and connect them to library services that meet their needs. This includes attending community events across the city and delivering school outreach to classrooms throughout the city. School outreach is specifically designed to engage children and youth, and promote the joy of reading and awareness of the library as a place where interesting things happen and where children and youth belong.



appendix i: digital services vision

TPL's Digital Services Vision outlines the Library's goal to create consistent, excellent digital experiences across all channels that drive customer satisfaction and meet the changing expectations of service delivery. To achieve this, we have developed an approach to offer a full suite of services across all six of the Library's service pillars, with a customer-centric approach to developing personalized and relevant services. We reach customers through multiple digital channels anywhere and anytime.

vision

Toronto Public Library is globally recognized leader in delivering excellent digital services that improve the quality and enjoyment of life of its communities.

strategy

objective

We will grow and sustain a welcoming digital presence that provides responsive services that are very well used.

scope

We will achieve this by developing and delivering user-centred digital services that are personalized, relevant and represent TPL's full suite of service pillars – spaces, collections, programs, staff, technology and specialized services.

advantage

We are set apart by our free, accessible and inclusive services delivered by knowledgeable staff that reach customers through multiple channels anywhere and anytime and maintain community trust.

enablers

partnerships

modernization

evaluation & accountability

staff expertise

user data & privacy

user-centred culture



