



## STAFF REPORT ACTION REQUIRED

### 2025-2029 Strategic Plan Implementation and Measurement Framework and 2020-2024 Strategic Plan Results

**Date:** April 22, 2025  
**To:** Toronto Public Library Board  
**From:** City Librarian

#### SUMMARY

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The purpose of this report is to present the 2025-2029 Strategic Plan Measurement Framework for approval by the Toronto Public Library Board, along with an overview of the Strategic Plan Implementation Roadmap and the 2025 Action Plan. This report also includes a final update on the 2020-2024 Strategic Plan, highlighting the results of the 2024 Enterprise Balanced Scorecard.

Over the next five years, Toronto Public Library (TPL) will measure progress on the 2025-2029 Strategic Plan using a streamlined, outcome-focused Measurement Framework that translates the four priorities into 16 objectives, each with a specific outcome metric. Each priority includes four strategic objectives, one of which focuses on supports for staff needed to achieve customer objectives and drive overall success. Staff will provide an annual report to the Board on the results of the Strategic Plan Measurement

Framework and progress to implement the Strategic Plan.

The Strategic Plan Implementation Roadmap outlines how TPL will achieve its strategic objectives and outcomes, and an annual action plan will be developed each year. The Roadmap includes 44 workstreams, identified based on consultation feedback. The workstreams also continue to build on existing initiatives from the 2020-2024 Strategic Plan that align with the new priorities. The initial years of the Roadmap focus on foundational work and completion of initiatives already underway, which will establish a strong basis for future efforts.

The achievements of the 2020-2024 Strategic Plan have had a significant impact on Toronto residents. The Library continues to be a vital part of Toronto, enriching lives and helping people grow and thrive - a fact reinforced by TPL's [2023 Social Impact Study](#). In addition, recent surveys show that 81% of Torontonians accessed library services last year - a 13% increase from 2019 - while 91% of customers report being satisfied with library services. Despite the unprecedented challenges of a pandemic and a cybersecurity incident, the 2020-2024 Strategic Plan kept the Library focused on supporting the city's needs, building resilience, and laying a strong foundation for the future.

## RECOMMENDATIONS

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The City Librarian recommends that the Toronto Public Library Board:

1. approve the Strategic Plan Measurement Framework as outlined in Attachment 1;
2. receive for information the Strategic Plan Implementation Roadmap and 2025 Strategic Plan Action Plan as outlined in Attachment 2 and 3; and
3. receive for information a final update on the 2020-2024 Strategic Plan including the 2024 Enterprise Balanced Scorecard results as outlined in Attachment 4 and the Equity Statement Results in Attachment 5.

## FINANCIAL IMPACT

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

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

## ALIGNMENT WITH STRATEGIC PLAN

TPL's Strategic Plan outlines TPL's priorities, defines what success looks like, and provides examples of how these goals will be achieved. The Strategic Plan Implementation Roadmap outlines how TPL will achieve its strategic objectives and outcomes, and an annual action plan will be developed each year.

The Strategic Plan Measurement Framework tracks progress towards the Plan's outcomes and is reported to the Library Board annually. By measuring performance, TPL can make data-informed decisions, adjust to shifts in the service environment as needed, and ensure accountability and transparency to Torontonians.

## EQUITY IMPACT STATEMENT

TPL's Strategic Plan includes a commitment to helping level the playing field for all Torontonians, with a particular focus on equity-deserving groups and vulnerable populations. The Plan integrates a focus on equity in everything TPL does to understand and break down barriers to access and increase inclusion. This ensures that everyone who wants to use the Library feels welcome and represented in its spaces, is able to access services, and can benefit from the outcomes TPL is working towards.

The Strategic Plan Measurement Framework helps to track progress towards these outcomes and the equity goals identified in [TPL's Equity Statement](#).

## DECISION HISTORY

At its meeting on January 27, 2025 the Board received the [Strategic Plan 2025 – 2029: Phase 1 Communication Plan report](#) for information.

At its meeting on December 2, 2024, the Board approved the [strategic objectives and sample key actions](#) recommended by the Steering Committee at its November 12, 2024 meeting.

At its meeting on October 28, 2024, the Board approved the [priority areas and outcomes recommended by the Steering Committee](#) at its October 8, 2024 meeting, and directed staff to prepare a draft of the Strategic Plan with strategic objectives and key actions.

At its meeting on May 27, 2024, the Board received the environmental scan summary and the internal consultation phase one results as outlined in the [report presented at the April 15, 2024 Steering Committee meeting](#) and the external consultation phase one results as outlined in the [report presented at the May 3, 2024 Steering Committee meeting](#), and approved the focus areas for the second consultation phase for implementation.

At its meeting on January 29, 2024, the Board received the areas of focus for the environmental scan as outlined in the [Strategic Plan 2025-2029: Environmental Scan Focus Areas and Consultation Plan report](#) and approved the Steering Committee recommendations for the consultation plan and implementation.

At its meeting on December 4, 2023, the Board approved [Creating a New Strategic Plan: 2025-2029](#), including the terms of reference for the Strategic Planning Steering Committee and the Roadmap for development of the next Strategic Plan.

## BACKGROUND

TPL's 2025-2029 Strategic Plan was completed in 2024. It was a collective effort over a year-long process involving nearly 6,000 library staff, Torontonians, community partners and other stakeholders. Through extensive research, surveys, idea exchanges, consultation forums, focus groups and interviews,

staff gathered valuable insights on how TPL can best support Torontonians and their communities now and in the future.

Building on this collaborative process, TPL's 2025-2029 strategic priorities are:

- 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 health 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.

Each of the strategic priorities includes a dedicated focus on staff. This is an intentional effort to ensure staff have the skills, resources and support they need to contribute to achieving our strategic priorities.

## COMMENTS

### **Strategic Plan Measurement Framework**

Over the next five years, TPL will measure progress on the 2025-2029 Strategic Plan using a streamlined, outcome-focused Measurement Framework that translates the four priorities into 16 objectives, each with a specific outcome metric. Each priority includes four strategic objectives, one of which focuses on supports for staff needed to achieve customer objectives and drive overall success.

This updated framework, which has evolved from the Balanced Scorecard approach used in the 2020-2024 Strategic Plan and incorporates learning from the past five years, ensures the Library can track progress effectively and maximize its impact. By focusing on outcome metrics, it helps the Library achieve meaningful results and meet strategic objectives. This approach

provides a clearer understanding of how well the initiatives are achieving their intended goals, enabling the Library to assess progress and make data-informed adjustments as needed. Supporting metrics will also be collected to provide context and additional insights to support the value of the outcome metrics. These will include output and quality metrics, which measure both the volume of activities and their effectiveness, such as program attendance and participant satisfaction.

The objectives and outcome metrics for achieving the Plan's priorities are outlined in Attachment 1, which this report requests the Board to approve. Staff will provide an annual report to the Board on the results of the Strategic Plan Measurement Framework and progress to implement the Strategic Plan.

2025 is a transition year focused on establishing baseline metrics, evaluation tools and processes to ensure the Library is well prepared to accurately and efficiently capture the identified metrics moving forward.

In addition to the outcomes TPL is striving to achieve for Torontonians through this Plan, the Library is also looking to achieve longer-term positive impacts for TPL as an organization, for the city and for the global community. The success of these outcomes will be evaluated at the end of five years using tools such as a survey of Toronto residents, conducted by a third-party research firm, along with TPL performance indicators and other research studies.

### **Strategic Plan Implementation Roadmap and 2025 Action Plan**

The Strategic Plan Implementation Roadmap outlines how TPL will achieve its strategic objectives and outcomes, and an annual action plan will be developed each year. The Roadmap includes 44 workstreams, identified based on consultation feedback. The workstreams also continue to build on existing initiatives from the 2020-2024 Strategic Plan that align with the new priorities. The initial years of the Roadmap focus on foundational work and completion of initiatives already underway, which will establish a strong basis for future efforts. While the Roadmap provides clear direction, it also allows for flexibility to incorporate new opportunities and make adjustments based on changing circumstances over the life of the Plan. Staff will monitor progress and adjust annual plans as part of regular internal business planning processes. The Strategic Plan Implementation Roadmap and 2025 Action Plan are detailed in Attachments 2 and 3.

A key enabler of the Roadmap is the Toronto Public Library Foundation, which plays a vital role in supporting and accelerating the workstreams outlined in the Strategic Plan Implementation Roadmap. Several of these initiatives depend on funding from the Foundation.

## **2020-2024 Strategic Plan Results and Achievements**

The achievements of the 2020-2024 Strategic Plan have had a significant impact on Toronto residents. The library continues to be a vital part of Toronto, enriching lives and helping people grow and thrive - a fact reinforced by TPL's 2023 Social Impact Study. In addition, recent surveys show that 81% of Torontonians used library services last year, a 13% increase from 2019. Customer satisfaction with library services remains strong at 91%. In addition, there was a rise in the number of people visiting the library in person, with 68% of residents reporting visits last year—an increase of 6% compared to 62% in 2019. Despite the unprecedented challenges of a pandemic and a cybersecurity incident, the 2020-2024 Strategic Plan kept the Library focused on supporting the city's needs, building resilience, and laying a strong foundation for the future.

Below are some of the key achievements organized by the 2020-2024 Strategic Plan priorities:

### **1. Opening up our public space**

- Extended branch open hours citywide in 2024, with Sunday service expanded to 67 locations, including eight new branches. Eight branches also added Monday and evening hours. This marks a 14% service increase over 2023.
- Opened eight newly renovated branches: Albert Campbell, Maryvale, Wychwood, Mount Pleasant, Armour Heights, Ethennonnhawahstihnen', York Woods and Bridlewood.
- Eliminated overdue fines and fees for all members permanently in 2022, successfully removing barriers to library services and creating a positive impact for both staff and customers.
- Launched the 2021-2024 Multi-Year Accessibility Plan, completing initiatives such as introducing the Accessibility 101 Curriculum, providing accessible digital document training for staff, and updating library policies to meet legislated requirements.

- Expanded Youth Hub service to an additional 15 branches: Agincourt, Daniel G. Hill, Don Mills, Kennedy-Eglinton, Mount Dennis, North York Central Library, Parkdale, Richview, S. Walter Stewart, Weston, Albert Campbell, Brentwood, Bridlewood, Maryvale and Toronto Reference Library, creating supportive and welcoming spaces for Toronto's youth to connect, learn and grow.
- Launched a Social Services Team initiative in partnership with the Gerstein Crisis Centre in 2023, providing low-barrier access to in-branch mental health and crisis support services, as well as wellness and recovery programs, at four library branches.
- Developed new [Equity](#) and [Reconciliation](#) Statements that align with TPL's policies, ensuring accountability in the delivery of the Library's services.
- Launched the Period Equity initiative to help create more welcoming, inclusive spaces and address period inequity across the city. TPL installed over 300 dispensers to provide free period products in every public washroom at all branches.

## **2. Broadening Toronto's digital access and inclusion**

- Reached the goal of 100% of branches having the technology they need to offer digital literacy programs as a core service equitably to communities across the city. Neighbourhood Tech Kits expanded to a total of 58 branches and Play & Learn STEM Kits were expanded to a total of 97 branches.
- Completed the rollout of more than 4,000 new public computers across all branches, expanding access to improved hardware, better software and assistive technology for public use.
- Introduced new technology available to borrow at Digital Innovation Hubs, including carbon dioxide (CO<sub>2</sub>) monitors, Raspberry Pi and audio recording kits, and Internet Connectivity Kits for vulnerable residents in urgent need of internet access.
- Established permanent funding for Community Librarians at Toronto Seniors Housing Corporation locations that provide computer classes and Book-a-Librarian appointments to help boost seniors' digital literacy.
- Opened TPL's first Sensory Room for neurodiverse children at S. Walter Stewart branch.

### **3. Building pathways for workforce development**

- Launched TPL's Financial Empowerment Program at two branches, helping low-income individuals improve their financial well-being. Participants unlocked over \$3 million through tax filing and benefit access.
- Introduced the Entrepreneurs Suite at North York Central Library, a free co-working space where entrepreneurs can collaborate, access expert support, resources, and training to start and grow their ventures.
- Held the first sensory-friendly Autism Employment Expo at the North York Central Library, attended by more than 200 job seekers.
- Introduced Virtual Interview Rooms at Malvern, Bridlewood and North York Central Library. These are quiet, welcoming library spaces equipped with computers that job seekers can book to participate in virtual job interviews.

### **4. Providing the vital ingredients for a democratic society**

- Introduced a new [Intellectual Freedom Statement](#).
- Implemented Intellectual Freedom initiatives including a new integrated advocacy and programming initiative called 'What's at Stake'.
- Joined the Book Sanctuary movement in 2023, started by Chicago Public Library, and launched the Book Sanctuary Reference Collections at the Toronto Reference Library and North York Central Library.

### **5. Investing in staff and an innovative service culture**

- Implemented the Safety and Security Action Plan, which included trauma-informed training for staff, the launch of a new Incident Report Management System to more efficiently manage and mitigate safety risks, and the introduction of the Library Safety Specialist (LSS) role to support other TPL staff and guards to foster a welcoming and safe environment.
- Introduced learn:tpl, an online learning management system that provides a broad range of professional development programs that are open to all staff.
- Advanced TPL's workplace equity initiatives by launching Confronting Anti-Black Racism training and relaunching Positive Spaces training.
- Expanded Branch Experience to over 79 branches, focusing on enhancing staff skills and improving the customer experience.

## **2024 Enterprise Balanced Scorecard Results**

The 2020-2024 Strategic Plan included five priorities that were translated into thirteen objectives across four perspectives. Each of the thirteen objectives have key performance indicators (KPIs) that identify how TPL has measured and reported on progress towards advancing the Plan's priorities and outcomes through an Enterprise Balanced Scorecard over the past five years. The 2024 Year End Enterprise Balanced Scorecard, provided as Attachment 4, is the final year of reporting for the 2020-2024 Strategic Plan.

In 2024, significant progress was made in many areas. To summarize TPL's year-end progress for 2024, six objectives are on track and seven are nearly on track.

Despite some delays in the execution of the 2024 strategic action plan due to service reinstatement efforts in Q1 after the cybersecurity incident, progress was made in achieving the Strategic Plan's goals. Of the 36 initiatives undertaken during the year to advance the Strategic Plan, 10 initiatives were completed, 25 were advanced and one was deferred to 2025. Staff were able to accomplish a great deal in the final year of the current plan and enable a seamless transition to the new Strategic Plan Implementation Roadmap.

The complete list of initiatives and more details on the status of these initiatives is included in the 2024 Enterprise Balanced Scorecard in Attachment 4.

This report also includes an update on implementation of the seven goals identified in TPL's [Equity Statement](#), which was approved by the Board in December 2022. At the time the Statement was approved, the report to the Board 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 in Attachment 5 with brief descriptions of TPL's initiatives that were implemented in support of these goals over the reporting period.

## **Next Steps**

The 2025 update to the 2025-2029 Strategic Plan Measurement Framework and the results of the 2025 Action Plan will be presented to the Board in the second quarter of 2026. As 2025 is a transition year, the focus will be on establishing baseline metrics, evaluation tools, and processes to ensure the Library is well

prepared to capture and analyze the identified metrics efficiently and accurately throughout the new Strategic Plan.

From February to March, TPL hosted a series of staff launch events, both in-person at branch locations across the city and virtually, to introduce the new 2025-2029 Strategic Plan. Internal communications and engagement about the Plan will continue, with a public rollout scheduled to begin in May.

## **CONTACT**

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## **SIGNATURE**

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Vickery Bowles  
City Librarian

## **ATTACHMENTS**

- Attachment 1: 2025-2029 Strategic Plan Measurement Framework
- Attachment 2: 2025-2029 Strategic Plan Implementation Roadmap
- Attachment 3: 2025-2029 Strategic Plan 2025 Action Plan
- Attachment 4: 2024 Enterprise Balanced Scorecard
- Attachment 5: 2024 Equity Statement Results

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

## 2025-2029 Strategic Plan Implementation Roadmap

1. Social connection, civic engagement and democracy					
Workstream	Active Years				
<b>Objective: C1.1 Increase opportunities for greater social connection and community building</b>					
<b>C1.1.1 Social Connections and Programming</b> Develop and implement approaches for how all TPL programs can build social connections and combat social isolation.	2025	2026	2027	2028	2029
<b>Objective: C1.2 Widen participation in civic dialogue</b>					
<b>C1.2.1 Civic Engagement and Democracy Learning Centre</b> Develop and implement a vision and service model for a learning and engagement centre focused on celebrating, practicing and promoting democratic values.	2025	2026	2027	2028	2029
<b>C1.2.2 Intellectual Freedom, Civic Engagement and Democracy Programming</b> 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	2026	2027	2028	2029
<b>Objective: C1.3 Improve confidence with critical thinking and evaluating information</b>					
<b>C1.3.1 Information Literacy and Critical Thinking Programming</b> 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.	2025	2026	2027	2028	2029
<b>Objective: S1.4 Enhance staff capability to foster civic engagement and social connections</b>					
<b>S1.4.1 Social Connections Learning Opportunity</b> Provide staff learning opportunities on how to effectively support social health and foster social connections in their everyday interactions.	2025	2026	2027	2028	2029

1. Social connection, civic engagement and democracy					
Workstream	Active Years				
<b>Objective: S1.4 Enhance staff capability to foster civic engagement and social connections</b>					
<b>S1.4.2 Civic Conversations Learning Opportunity</b> Equip staff with the competencies to facilitate conversations and cross-cultural dialogue about public issues.	2025	2026	2027	2028	2029
<b>S1.4.3 Information Literacy Learning Opportunity</b> Expand access to information literacy training opportunities so staff can better assist customers in identifying misinformation, critical thinking skills and accurate sources of information.	2025	2026	2027	2028	2029

2. Shared community spaces					
Workstream	Active Years				
<b>Objective C2.1 Accelerate enhancements of existing library spaces</b>					
<b>C2.1.1 Service Delivery Model Vision and Implementation Plan</b> Develop a vision and implementation plan to meet TPL's Service Delivery Model standards in all neighbourhoods.	2025	2026	2027	2028	2029
<b>Objective: C2.2 Create welcoming and collaborative spaces</b>					
<b>C2.2.1 Accessible Public Spaces</b> Develop branch specific plans to coordinate and expedite accessibility enhancements to achieve AODA compliance, as part of the Multi-Year Accessibility Plan.	2025	2026	2027	2028	2029
<b>C2.2.2 Multi-use Spaces Plan</b> 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.	2025	2026	2027	2028	2029
<b>C2.2.3 Co-location and Specialized Services Access</b> 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.	2025	2026	2027	2028	2029

2. Shared community spaces					
Workstream	Active Years				
<b>Objective: C2.2 Create welcoming and collaborative spaces</b>					
<b>C2.2.4 Outdoor Spaces Plan</b> Develop service approaches and implementation plan to enhancing outdoor spaces for greater public use, including reading gardens, community gardens, programming and community events.	2025	2026	2027	2028	2029
<b>Objective: C2.3 Strengthen the sustainability and resilience of library spaces in response to climate change</b>					
<b>C2.3.1 Sustainable Practices and Programming</b> 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	2026	2027	2028	2029
<b>C2.3.2 Facilities Environmental Action Plan</b> Develop a facilities environmental action plan with annual reporting that incorporates existing commitments and targets under City strategies.	2025	2026	2027	2028	2029
<b>C2.3.3 Sustainable Building Technologies Expansion</b> 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.	2025	2026	2027	2028	2029
<b>Objective: S2.4 Enhance staff capability to provide welcoming spaces</b>					
<b>S2.4.1 Safe and Welcoming Spaces Plan</b> 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	2026	2027	2028	2029
<b>S2.4.2 Equity and Inclusion Learning Pathway</b> 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	2026	2027	2028	2029

2. Shared community spaces					
Workstream	2025	2026	2027	2028	2029
<b>Objective: S2.4 Enhance staff capability to provide welcoming spaces</b>					
<b>S2.4.3 Inclusive Employment Practices</b> 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.	2025	2026	2027	2028	2029

3. Learning and growth					
Workstream	Active Years				
<b>Objective: C3.1 Increase literacy rates among children and youth</b>					
<b>C3.1.1 Children and Youth Reading and Literacy Initiatives</b> Implement initiatives that reignite a 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	2026	2027	2028	2029
<b>Objective: C3.2 Develop life skills and economic resilience</b>					
<b>C3.2.1 Financial Literacy Services Expansion</b> Expand financial literacy services that provide essential tools and counselling to access financial support resources.	2025	2026	2027	2028	2029
<b>C3.2.2 Health and Wellness Programming</b> Increase programs and services offering expert health, wellness and recovery supports.	2025	2026	2027	2028	2029
<b>C3.2.3 Life Skills Programming</b> Expand program offerings that develop life skills, support economic resilience and help with navigation to available social supports and community resources.	2025	2026	2027	2028	2029
<b>C3.2.4 Social and Crisis Support Services Expansion</b> Expand Social and Crisis Support Services to provide crisis and short-term counselling on access to community services.	2025	2026	2027	2028	2029
<b>C3.2.5 Workforce Development Programming</b> 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	2026	2027	2028	2029

3. Learning and growth					
Workstream	Active Years				
<b>Objective: C3.2 Develop life skills and economic resilience</b>					
<b>C3.2.6 eLearning Resources and Programs Enhancement</b> Expand eLearning resources and programs that offer micro credentials or certification for technical and professional skills.	2025	2026	2027	2028	2029
<b>Objective: C3.3 Bridge the digital divide with new and emerging technologies</b>					
<b>C3.3.1 AI Policy Implementation</b> 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	2027	2028	2029
<b>C3.3.2 AI Upskilling Initiative</b> Expand AI skills program options and increase access to AI software and technologies.	2025	2026	2027	2028	2029
<b>C3.3.3 Digital Innovation Hubs Expansion</b> Add Digital Innovation Hubs to more branches.	2025	2026	2027	2028	2029
<b>Objective: S3.4 Equip staff with the skills they need to support development of digital literacy</b>					
<b>S3.4.1 Digital Enablement Learning Pathways</b> Create and implement structured learning pathways for core skill areas related to digital literacy skills and emerging technologies.	2025	2026	2027	2028	2029

4. Awareness and availability					
Workstream	Active Years				
<b>Objective: C4.1 Increase awareness and service use among current library users</b>					
<b>C4.1.1 Digital Experience Platform</b> 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	2026	2027	2028	2029
<b>C4.1.2 Membership Strategy</b> Develop and implement a membership strategy to actively acquire, engage and retain members.	2025	2026	2027	2028	2029

4. Awareness and availability					
Workstream	Active Years				
<b>Objective: C4.1 Increase awareness and service use among current library users</b>					
<b>C4.1.3 Wayfinding and Physical Branch Experience</b> Develop wayfinding, digital signage, and visual merchandising strategies to increase awareness and ease of access to services in branches.	2025	2026	2027	2028	2029
<b>C4.1.4 Targeted Marketing Program</b> 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.	2025	2026	2027	2028	2029
<b>C4.1.5 Community Promotion and Awareness</b> Create a strategy and implementation plan to raise awareness of the library's services, increase membership and usage, through promotional approaches and community engagement.	2025	2026	2027	2028	2029
<b>Objective: C4.2 Expand availability of library services in all neighbourhoods and online</b>					
<b>C4.2.1 Open Hours Implementation</b> Increase library open hours to maximize access to in-branch services and spaces.	2025	2026	2027	2028	2029
<b>C4.2.2 Hybrid and Online Programming Service Model Implementation</b> 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.	2025	2026	2027	2028	2029
<b>C4.2.3 Community-Based Services Expansion</b> Expand community-based services to break down barriers to access and ensure services reach equity-deserving groups including increasing community librarian service.	2025	2026	2027	2028	2029
<b>C4.2.4 Expand Program and Service Access</b> 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.	2025	2026	2027	2028	2029

## 4. Awareness and availability

Workstream	Active Years				
<b>Objective: C4.3 Offer new and innovative ways to access collections to meet evolving community needs</b>					
<b>C4.3.1 Physical Materials Management Strategy</b> 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	2026	2027	2028	2029
<b>C4.3.2 Physical and Electronic Materials Strategies</b> Expand the library's world-class physical and digital collections, through new resources, platforms and advocating for sustainable licensing models.	2025	2026	2027	2028	2029
<b>Objective: S4.4 Equip staff to champion and promote library services</b>					
<b>S4.4.1 Enterprise Communications</b> 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	2027	2028	2029
<b>S4.4.2 Staff Collaboration</b> Increase staff operational efficiency and productivity through the provision of shared resources, and innovative tools for information-sharing and enhanced collaboration.	2025	2026	2027	2028	2029
<b>S4.4.3 Staffing Model and Levels</b> 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.	2025	2026	2027	2028	2029
<b>S4.4.4 Customer Experience Strategy Implementation</b> Work towards TPL's customer experience vision by strategically implementing the Customer Experience Principles and Framework.	2025	2026	2027	2028	2029

## 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	<b>C1.1.1 Social Connections and Programming</b> 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.
	<b>C1.2.1 Civic Engagement and Democracy Learning Centre</b> 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	<b>C1.2.2 Intellectual Freedom, Civic Engagement and Democracy programming</b> 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
<b>C2.2 Create welcoming and collaborative spaces</b>	<b>C2.2.1 Accessible Public Spaces</b> 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.
<b>C2.3 Strengthen the sustainability and resilience of library spaces in response to climate change</b>	<b>C2.3.1 Sustainable Practices and Programming</b> Develop TPL's Sustainable Development Goals (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.
<b>S2.4 Enhance staff capability to provide welcoming spaces</b>	<b>S2.4.1 Safe and Welcoming Spaces Plan</b> 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.
	<b>S2.4.2 Equity and Inclusion Learning Pathway</b> 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
<b>C3.1 Increase literacy rates among children and youth</b>	<b>C3.1.1 Children and Youth Reading and Literacy Initiatives</b> 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.
<b>C3.2 Develop life skills and economic resilience</b>	<b>C3.2.1 Financial Literacy Services Expansion</b> 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.
	<b>C3.2.2 Health and Wellness Programming</b> 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.
	<b>C3.2.3 Life Skills Programming</b> 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.

### 3. Learning and growth

Objective	Workstream	Active Years	2025 Goal
<b>C3.2 Develop life skills and economic resilience</b>	<b>C3.2.4 Social and Crisis Support Services Expansion</b> 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.
	<b>C3.2.5 Workforce Development Programming</b> 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.
<b>C3.3 Bridge the digital divide with new and emerging technologies</b>	<b>C3.3.1 AI Policy Implementation</b> 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.
	<b>C3.3.2 AI Upskilling Initiative</b> 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.
	<b>C3.3.3 Digital Innovation Hubs Expansion</b> 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
<b>C4.1 Increase awareness and service use among current library users</b>	<b>C4.1.1 Digital Experience Platform</b> 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.
	<b>C4.1.2 Membership Strategy</b> 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.
	<b>C4.1.3 Wayfinding and Physical Branch Experience</b> 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.
<b>C4.2 Expand availability of library services in all neighbourhoods and online</b>	<b>C4.2.1 Open Hours Implementation</b> 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.

4. Awareness and availability			
Objective	Workstream	Active Years	2025 Goal
<b>C4.2 Expand availability of library services in all neighbourhoods and online</b>	<b>C4.2.3 Community-Based Services Expansion</b> 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 <sup>st</sup> Century Cities initiative with Women's College Hospital, University Health Network's NORC Innovation Centre, and Toronto Seniors Housing Corporation.
<b>C4.3 Offer new and innovative ways to access collections to meet evolving community needs</b>	<b>C4.3.1 Physical Materials Management Strategy</b> 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.
<b>S4.4 Equip staff to champion and promote library services</b>	<b>S4.4.1 Enterprise Communications</b> 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.
	<b>S4.4.4 Customer Experience Strategy Implementation</b> 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.



## **Attachment 4**



# **2024 Year-End Enterprise Balanced Scorecard & Action Plan Results**

# tpl: 2024 Year-End Enterprise Balanced Scorecard: Strategy Map

## customer/ stakeholders

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

## internal business processes

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

## learning & growth

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

## financial stewardship

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

# 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 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.

# tpl: 2024 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2024	Target Value 2024	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
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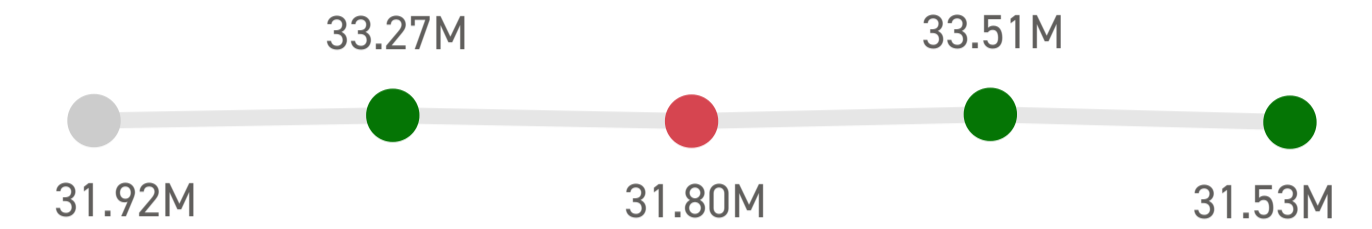
**C1 Provide quality, accessible & inclusive public spaces**

**On Track**

**C1.1 Online visits**

31,531,633

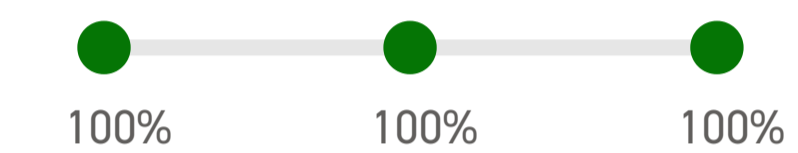
31,076,092



**C1.2 Initiatives to support equity-deserving groups and vulnerable populations (%)**

100%

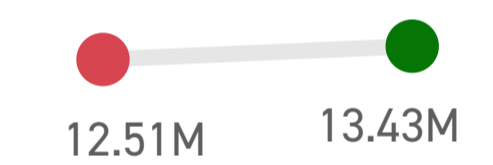
100%



**C1.3 In-Branch visits**

13,431,636

12,379,685



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.

Strategic Objective	Strategic Initiatives	
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**C1 Provide quality, accessible & inclusive public spaces**

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.

# tpl: 2024 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2024	Target Value 2024	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results	
C2 Increase access to technology & digital literacy	Near Track	C2.1 Fill rate of digital literacy programs and sessions offered (%)	81%	75%	100%		75%	73%	81%	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.	
		C2.2 Customer satisfaction with digital literacy programs (%)	95%	95%	97%		96%	97%	95%		
		C2.3 Digital inclusion initiatives to support equity-deserving groups and vulnerable populations	7,527,763	8,043,450	2.7M		3.5M	6.4M	7.9M		7.5M
		C2.4 Branches that have the appropriate technology to deliver digital literacy programs (%)	100%	100%	54%		70%	100%	100%		

Strategic Objective	Strategic Initiatives	
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**C2 Increase access to technology & digital literacy**

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.

# tpl: 2024 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2024	Target Value 2024	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
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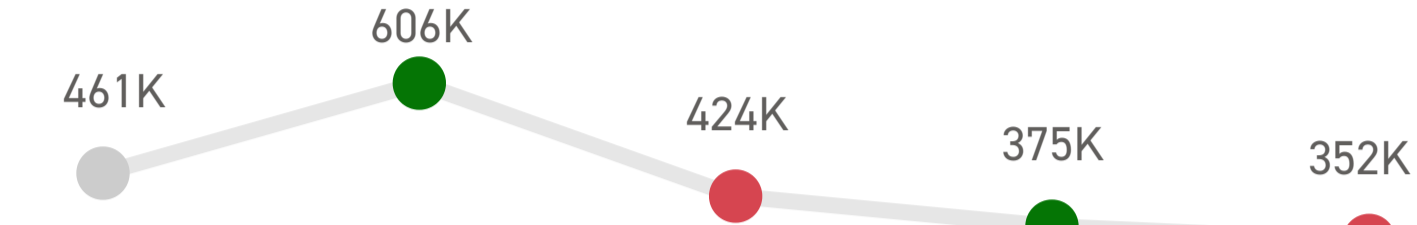
**C3 Deliver relevant workforce & skills development services**

**Near Track**

**C3.1 Workforce & skills development uses (eLearning databases)**

351,780

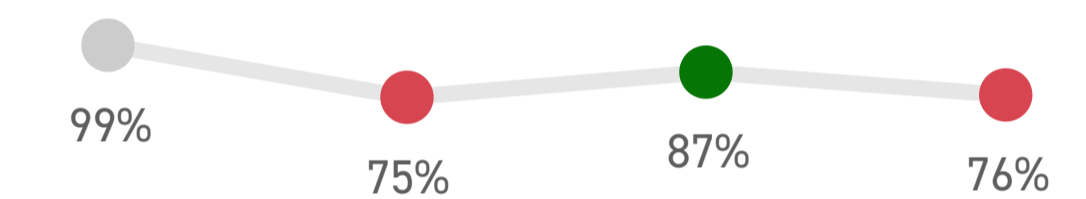
375,000



**C3.2 Fill rate of learning opportunities offered (%)**

76%

85%



**C3.3 Customer satisfaction with learning opportunities (%)**

85%

90%



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.

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.

# tpl: 2024 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2024	Target Value 2024	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
C4 Facilitate access to information, information literacy & civic engagement	Near Track	C4.1 Electronic resources uses	16,523,740	13,000,000	10.5M	11.1M	10.8M	12.3M	16.5M	E-circulation is higher than target by 27%. Satisfaction rates with programs was at or above targets; fill rates were below targets.
		C4.2 Fill rate of civic engagement programs offered (%)	80%	85%	100%	93%	91%	80%		
		C4.3 Customer satisfaction with civic engagement programs (%)	93%	90%	93%	97%	92%	93%		
		C4.4 Physical circulation	11,595,454	11,500,000			12.7M	11.6M		

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

# tpl: 2024 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2024	Target Value 2024	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
C5 Deliver exceptional customer experiences	On Track	C5.1 Customer satisfaction score from Answerline survey (%)	86%	90%	87%	89%	90%	89%	86%	Customer satisfaction with the Library remains high, despite the impact of the cyber security incident on services throughout 2024. Related initiatives on track.
		C5.2 Customer satisfaction with the helpfulness of library staff (%)	89%	89%			89%	89%	89%	
		C5.3 Customer satisfaction overall (%)	91%	91%			91%	91%	91%	
<b>Action Plan Initiative</b>		<b>Action Plan Result</b>								
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.								

# tpl: 2024 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2024	Target Value 2024	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
B1 Modernize our data & technology infrastructure	On Track	B1.1 Data and technology maturity score	3.0	N/A	1.0	1.0	2.0	2.5	3.0	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.
		B1.2 Digital strategy initiatives completed within scope and schedule (%)	70%	greater than 70%			70%	70%	70%	

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.

# tpl: 2024 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2024	Target Value 2024	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
B2 Increase service awareness and access	On Track	B2.1 Audience and reach activities	5,930,718	7,325,158	13.58M	12.26M	8.26M	7.05M	5.93M	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.
		B2.2 Customer engagement activities	5,296,163	5,254,619	4.04M	3.65M	3.58M	4.24M	5.30M	
		B2.3 New memberships: Digital Access Card	23,957	15,000	6,511	44,259	28,217	26,055	23,957	
		B2.4 Enterprise projects completed within scope and schedule (%)	75%	70%			80%	50%	75%	
		B2.5 New memberships: Full Service Card	211,313	160,000				225,836	211,313	

Strategic Objective	Strategic Initiatives	
B2 Increase service awareness and access	<b>Action Plan Initiative</b> ▲	<b>Action Plan Result</b>
	Develop wayfinding strategy	This project was deferred to 2025 due to reprioritization and capacity limitations
	Implement TPL's brand and visual identity	<p><b>Fleet:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b>Exterior signage:</b></p> <ul style="list-style-type: none"> <li>• Multi-year program as part of SOGR,</li> <li>• 25 completed by end of 2024 (25%)</li> <li>• Developed processes and standards to operationalize design and implementation</li> </ul> <p><b>Capital Projects:</b></p> <ul style="list-style-type: none"> <li>• Branding for two branches fully completed in 2024 (YW, SWS)</li> <li>• Designs completed for four branches: (MV, MP, AH, EN)</li> <li>• Design work begun for multiple branches (BW, OV, JT, LO)</li> <li>• Hoarding for LO, CE</li> </ul>

# tpl: 2024 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2024	Target Value 2024	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
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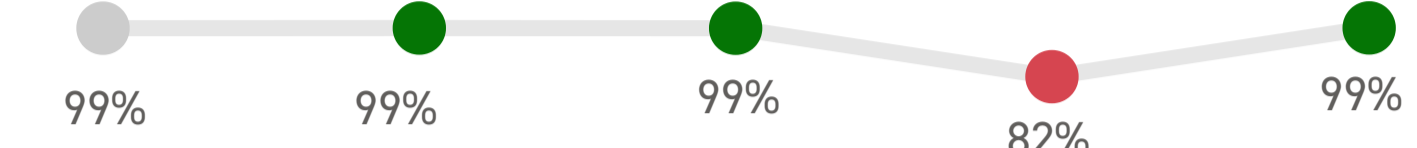
**B3 Minimize service disruptions**

**Near Track**

**B3.1 Availability of key digital systems (%)**

99%

97%



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.

**B3.2 Response time next-day compliance for security investigations (%)**

100%

95%



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
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.

# tpl: 2024 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2024	Target Value 2024	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
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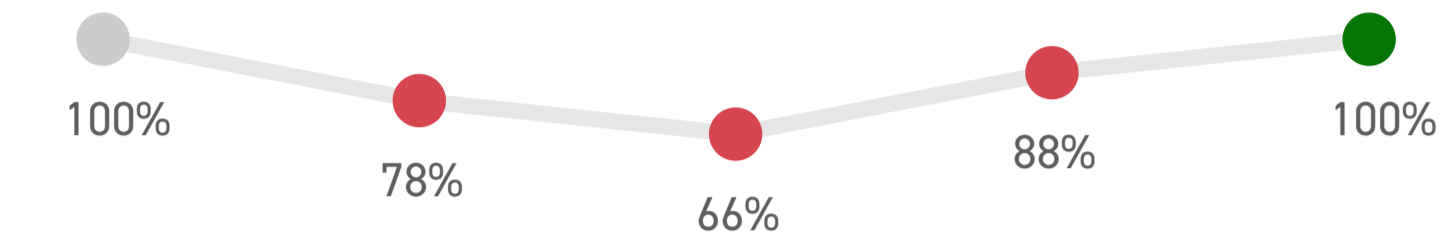
**B4 Make informed decisions through enhanced governance and accountability**

**On Track**

**B4.1 Library Board effectiveness self-evaluation score (%)**

100%

100%

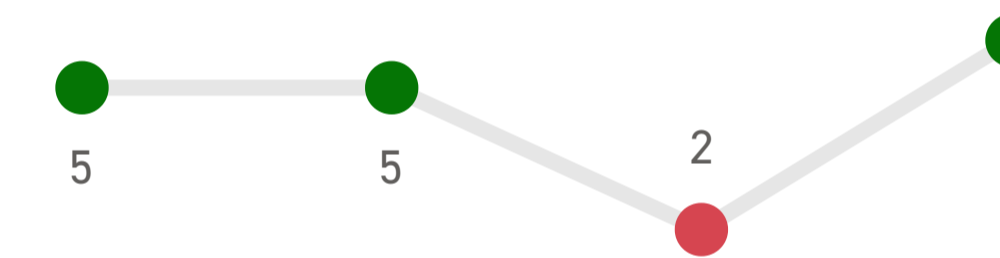


Successfully met targets for 2024 and exceeded targets in some areas as projects progressed faster than expected.

**B4.2 Number of automated business intelligence products to support informed decision making**

6

2



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.

# tpl: 2024 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2024	Target Value 2024	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
L1 Foster a high-performance work culture by investing in our staff	On Track	L1.11 Participation for all-staff engagement initiatives	1,269	3,472	2,047	4,823	3,307	2,852	1,269	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.
		L1.12 Satisfaction for all-staff engagement initiatives (%)	70%	74%	61%	71%	71%	68	70%	
		L1.2 Action plans that enable a high performance work culture completed within scope and schedule (%)	80%	80%		50%	60%	80%	80%	
		L1.31 Participation for staff development and training)	779	1,100		1,033	1,035	779		
		L1.32 Staff satisfaction with Development and Training (%)	N/A	N/A		0.54	0.54	0.54		
		L1.4 Staff who report learning is prioritized as a part of their daily work (%)	N/A	N/A			0.48	0.48		

Strategic Objective	Strategic Initiatives	
L1 Foster a high-performance work culture by investing in our staff	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.	

# tpl: 2024 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2024	Target Value 2024	Q4 '20 Q4 '21 Q4 '22 Q4 '23 Q4 '24	Overview of Results
L2 Increase TPL Staff Digital Literacy	Near Track	L2.1 Staff completion for assigned digital literacy related courses	60%	70%		KPIs slightly below targets. Human Rights and Harassment training rolled-out to all leaders and staff.
		L2.2 Staff satisfaction with digital literacy training provided (%)	67%	80%		
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				

# tpl: 2024 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2024	Target Value 2024	Q4 '20 Q4 '21 Q4 '22 Q4 '23 Q4 '24	Overview of Results
<b>L3 Foster a workforce that reflects and responds to our diverse society</b>	<b>Near Track</b>	<b>L3.1 Staff completion for assigned Equity, diversity &amp; inclusion related courses (%)</b>	76%	79%		KPIs slightly off track. Digital literacy advanced through small group training workshops.
		<b>L3.2 Equity and inclusion action plans completed within scope and schedule (%)</b>	60%	75%		
<b>Action Plan Initiative</b>		<b>Action Plan Result</b>				
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.				

# tpl: 2024 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2024	Target Value 2024	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
F1 Protect TPL's fiscal reputation with our stakeholders	Near Track	F1.1 Operating budget (%)	101.5%	less than or equal to 100% spend rate	99.5%	97.5%	100.0%	103.0%	101.5%	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.
		F1.2 Capital budget: annual spend rate (%)	96%	greater than or equal to 80% spend rate	77%	69%	73%	72%	96%	
		F1.3 Capital budget: five-year average spend rate (%)	79%	greater than or equal to 80% spend rate	83%	78%	78%	76%	79%	

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 Ethenonnhawahstihnen' 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 Torontonian 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	<b>C1.</b> provide quality, accessible & inclusive <b>public spaces</b>	<b>C2.</b> increase access to <b>technology &amp; digital literacy</b>	<b>C3.</b> deliver relevant <b>workforce &amp; skills development services</b>	<b>C4.</b> facilitate <b>access to information, information literacy &amp; civic engagement</b>	<b>C5.</b> deliver exceptional <b>customer experiences</b>	
	<b>KPIs</b> <ul style="list-style-type: none"> <li>• Online visits</li> <li>• Initiatives to support equity-deserving groups and vulnerable populations</li> </ul>	<b>KPIs</b> <ul style="list-style-type: none"> <li>• Fill rate of digital literacy programs and sessions offered</li> <li>• Customer satisfaction with digital literacy programs</li> <li>• Digital inclusion initiatives to support equity-seeking groups and vulnerable populations</li> <li>• Branches that have the appropriate technology to deliver digital literacy programs</li> </ul>	<b>KPIs</b> <ul style="list-style-type: none"> <li>• Workforce &amp; skills development uses (eLearning databases)</li> <li>• Fill rate of learning opportunities offered</li> <li>• Customer satisfaction with learning opportunities</li> </ul>	<b>KPIs</b> <ul style="list-style-type: none"> <li>• Electronic resources uses</li> <li>• Fill rate of civic engagement programs offered</li> <li>• Customer satisfaction with civic engagement programs</li> </ul>	<b>KPIs</b> <ul style="list-style-type: none"> <li>• Customer satisfaction score from Answerline survey</li> <li>• Customer satisfaction with the helpfulness of library staff</li> <li>• Customer satisfaction overall</li> </ul>	
internal business processes	<b>B1.</b> modernize our data & technology infrastructure		<b>B2.</b> increase service awareness and access		<b>B3.</b> minimize service disruptions	<b>B4.</b> make informed decisions through enhanced governance and accountability
	<b>KPIs</b> <ul style="list-style-type: none"> <li>• Data and technology maturity score</li> <li>• Digital strategy initiatives completed within scope and schedule</li> </ul>		<b>KPIs</b> <ul style="list-style-type: none"> <li>• Audience and reach activities</li> <li>• Customer engagement activities</li> <li>• New memberships (Digital Access Cards)</li> <li>• Enterprise projects completed within scope and schedule</li> </ul>		<b>KPIs</b> <ul style="list-style-type: none"> <li>• Availability of key digital systems</li> <li>• Response time next-day compliance for security investigations</li> </ul>	<b>KPIs</b> <ul style="list-style-type: none"> <li>• Availability of key digital systems</li> <li>• Response time next-day compliance for security investigations</li> </ul>
learning & growth	<b>L1.</b> foster a <b>high-performance work culture by investing in our staff</b>		<b>L2.</b> increase TPL Staff Digital Literacy		<b>L3.</b> foster a <b>workforce that reflects &amp; responds to our diverse society</b>	
	<b>KPIs</b> <ul style="list-style-type: none"> <li>• All-staff engagement initiatives (participation and satisfaction)</li> <li>• Action plans that enable a high performance work culture completed within scope and schedule</li> <li>• Staff development and training (participation and satisfaction)</li> <li>• Staff who report learning is prioritized and part of their daily work and schedule</li> </ul>		<b>KPIs</b> <ul style="list-style-type: none"> <li>• Staff completion for assigned digital literacy related courses</li> <li>• Staff satisfaction with digital literacy provided</li> </ul>		<b>KPIs</b> <ul style="list-style-type: none"> <li>• Staff completion for assigned equity, diversity &amp; inclusion related courses</li> <li>• Equity and inclusion action plans completed within scope and schedule</li> </ul>	
financial stewardship	<b>F1.</b> protect TPL's fiscal reputation with our stakeholders					
	<b>KPIs</b> <ul style="list-style-type: none"> <li>• Operating budget</li> <li>• Capital budget annual spend rate</li> <li>• Capital budget five-year average spend rate</li> </ul>					

# 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 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.



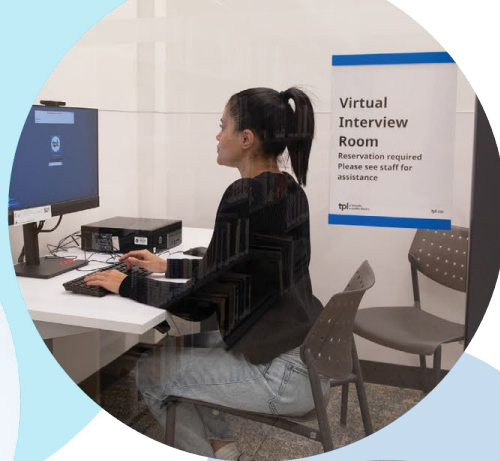
# 2020-2024 Strategic Plan key achievements

- 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.

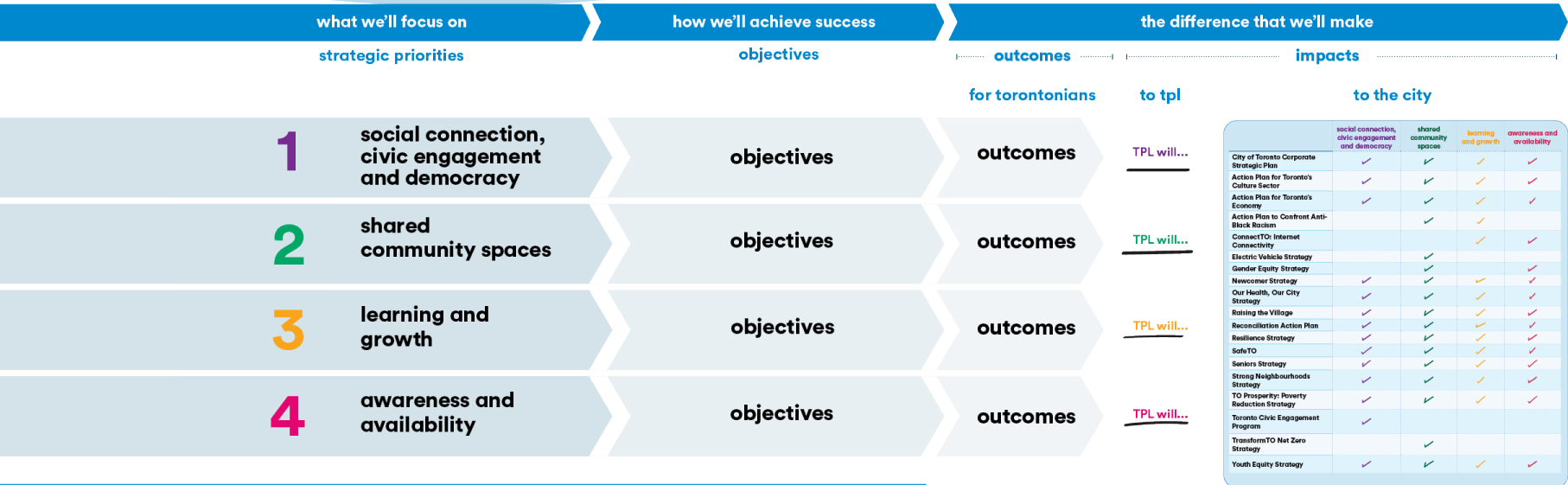
## 3 learning and growth

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**.

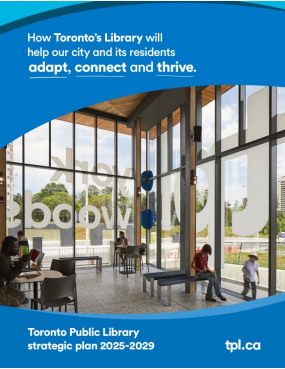
Here is a high-level view of the plan, which will guide our work over the next five years.



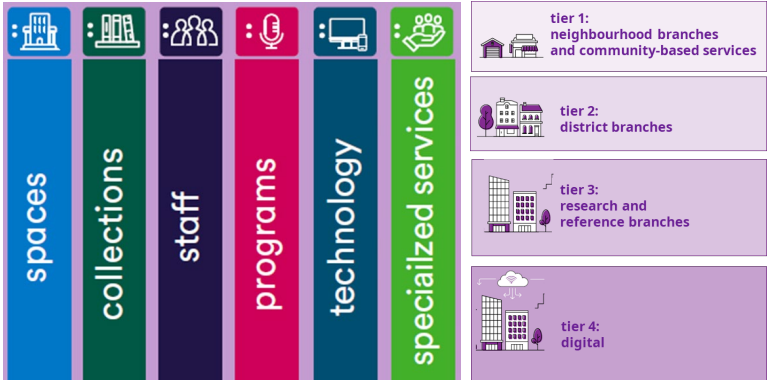
what we need to be successful



# business planning process



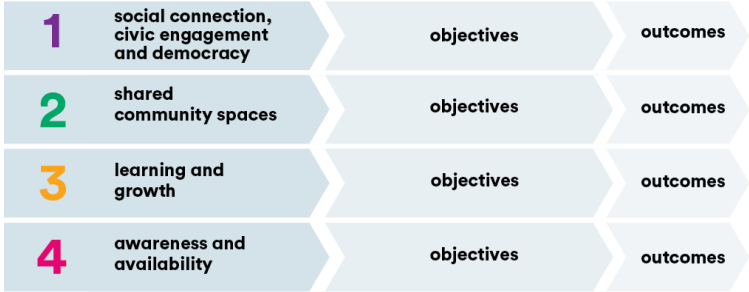
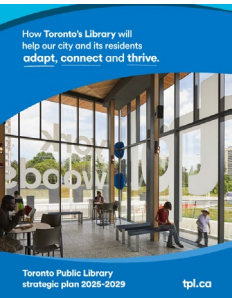
- 1** social connection, civic engagement and democracy
- 2** shared community spaces
- 3** learning and growth
- 4** awareness and availability



digital strategy

# how we'll achieve and measure success

priorities, objectives & outcomes for torontonians



## implementation roadmap

## annual action plans

## measurement framework

1. Social connection, civic engagement and democracy					
Workstream	Active Years				
<b>Objective: C1.1 Increase opportunities for greater social connection and community building</b>					
C1.1.1 Social Connections and Programming	2025	2026	2027	2028	2029
<b>Objective: C1.2 Widen participation in civic dialogue</b>					
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
<b>Objective: C1.3 Improve confidence with critical thinking and evaluating information</b>					
C1.3.1 Information Literacy and Critical Thinking Programming	2025	2026	2027	2028	2029
<b>Objective: S1.4 Enhance staff capability to foster civic engagement and social connections</b>					
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



1. Social connection, civic engagement and democracy		2. Shared community spaces	
C1.1 Increase opportunities for greater social connection and community building	C1.1.1 Social Connections and Programming	C2.1 Accessible Public Spaces	C2.2 Create welcoming and collaborative spaces
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	C2.3 Strengthen the sustainability and resilience of library spaces	C2.3.1 Sustainable Practices and Programming
C1.3 Improve confidence with critical thinking and evaluating information	C1.3.1 Information Literacy and Critical Thinking 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
3. Learning and growth		4. Awareness and availability	
C3.1 Increase literacy rates among children and youth	C3.1.1 Children and Youth Reading and Library Initiatives	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
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	C4.2 Expand availability of library services	C4.2.1 Open Hours Implementation C4.2.3 Community-Based Services Expansion
C3.3 Bridge the digital divide with new and emerging technologies	C3.3.1 AI Policy Implementation C3.3.2 AI Speaking Initiative C3.3.3 Digital Innovation Hub Expansion	C4.3 Offer new and innovative ways to access collections	C4.3.1 Physical Materials Management Strategy C4.3.2 AI Policy Implementation C4.3.3 Digital Innovation Hub Expansion
C3.4 Expand availability of library services	C3.4.1 Open Hours Implementation C3.4.2 Community-Based Services Expansion	C4.4 Equip staff to champion and promote library services	C4.4.1 Enterprise Communications C4.4.2 Customer Experience Strategy Implementation



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



# strategic objectives

**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**

**C2.1 Accelerate enhancements of existing library spaces**

**C3.1 Increase literacy rates among children and youth**

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

**C1.2 Widen civic participation in civic dialogue**

**C2.2 Create welcoming and collaborative spaces**

**C3.2 Develop life skills and economic resilience**

**C4.2 Expand availability of library services**

**C1.3 Improve confidence with critical thinking and evaluating information**

**C2.3 Strengthen sustainability and resilience of library spaces**

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

**C4.3 Offer new and innovative ways to access collections**

**S1.4 Enhance staff capability to foster civic engagement and social connections**

**S2.4 Enhance staff capability to provide welcoming spaces**

**S3.4 Equip staff with the skills to support development of digital literacy**

**S4.4 Equip staff to champion and promote library services**

customer objectives

↑  
staff objectives

# strategic plan measurement framework



# implementation roadmap

1. Social connection, civic engagement and democracy					
Workstream	Active Years				
<b>Objective: C1.1 Increase opportunities for greater social connection and community building</b>					
C1.1.1 Social Connections and Programming	2025	2026	2027	2028	2029
<b>Objective: C1.2 Widen participation in civic dialogue</b>					
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
<b>Objective: C1.3 Improve confidence with critical thinking and evaluating information</b>					
C1.3.1 Information Literacy and Critical Thinking Programming	2025	2026	2027	2028	2029
<b>Objective: S1.4 Enhance staff capability to foster civic engagement and social connections</b>					
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**

**tpl:**