

Service Delivery Model

Date:	June 19, 2017
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to present an updated Service Delivery Model to the Toronto Public Library Board for information. The Service Delivery Model describes how the Toronto Public Library (TPL) will provide access to library services that are responsive to community and resident needs. It provides service standards and guidelines for in-person and online services to ensure equitable access to library services throughout the city. The Service Delivery Model aligns with and supports the City of Toronto’s planning and Board’s priorities for service delivery.

The Service Delivery Model has been updated to align with the new organizational structure and support the achievement of the strategic plan outcomes by:

- realigning the four service tiers to reflect in-person and online services;
- including descriptions for the service pillars – space, collections, programs, staff expertise, and technology – available in person, online and in community locations;
- increasing the size range for future neighbourhood branches to 10,000-20,000 sq. ft. (from 15,000 sq. ft.) to address the need for public space in response to increasing population density and other factors;
- providing descriptions for a range of library zones and spaces, for example, Digital Innovation Hubs;
- adding a standard for bandwidth in recognition of the importance of online access;
- adding guidelines for the staffing model.

The Service Delivery Model is a living document that continues to be developed, updated and enhanced over time to plan, harmonize and rationalize services to support and achieve the strategic plan outcomes. As the Library aligns resources to achieve strategic plan outcomes, and implements the Digital Strategy, additional service standards and guidelines will be added.

FINANCIAL IMPACT

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

The Director, Finance and Treasurer has reviewed the financial impact statement and is in agreement with it.

ALIGNMENT WITH THE STRATEGIC PLAN

The Service Delivery Model has been updated to support the achievement of the strategic plan by having the *organizational, digital and branch infrastructure support the delivery of strategic outcomes*.

DECISION HISTORY

The Toronto Public Library's Service Delivery Model was approved in 1998 as part of the *Service Planning and Evaluation Framework* and subsequently validated in a review undertaken for the Board in 1999 entitled *Service Delivery Model Project*. It was reviewed again in 2004 as part of a *Service Harmonization Update*. It was last received for information by the Library Board in May 2010 as an attachment to the report: *Addressing the State of Good Repair Backlog*.

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2010/may10/19.pdf> (Board report)

http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2010/may10/19_1.pdf (Board report - Attachment – Service Delivery Model)

ISSUE BACKGROUND

The Service Delivery Model was the foundational framework for the amalgamated Toronto Public Library. The model rationalizes resources and services and is the framework on which service decisions are made relating to collections, operations, programs and capital and operating plans. The model has been updated to support the delivery of strategic plan outcomes.

COMMENTS

The Service Delivery Model is a living document that continues to be developed, updated and enhanced over time to plan, harmonize and rationalize services to support and achieve the Strategic Plan outcomes. It is a framework for envisioning the potential opportunities for Toronto's communities and residents that result from an investment in library branches and services. Standards and guidelines in the Service Delivery Model are scalable describing what is achievable today and what is aspirational, allowing the Library to strive for the highest levels of service delivery that can be achieved with available resources.

The Service Delivery Model was informed by research into best practices in the library sector, extensive knowledge experience in facility and service planning and management, the results of public consultation on the strategic plan and local branch renovations as well as input from staff across TPL. It will guide service decisions and as a framework for creating a Facilities Master Plan. The model can be shared with residents, communities, City partners and funders as a basis for consultation on future branches, partnerships and services.

Alignment with City of Toronto Planning Studies

Toronto Public Library's Service Delivery Model aligns with the City of Toronto's vision, policies, and plans for growth and development, which promote livability, prosperity, connectedness, and quality of life, including the *Official Plan*, *TO Core Planning Downtown*, and *Growing Up: Planning for Children in Vertical Communities*, and the City's transportation planning and walking strategies. As the population of Toronto grows and the density of the downtown increases, there is an increasing need for high-quality public spaces where everyone is welcome.

Changing Requirements for Library Service

The updated Service Delivery Model enables the Library to seamlessly and equitably deliver a full range of library services, including collections, spaces, staff expertise, programs, exhibits, events, and technology throughout the city. Service standards and guidelines enable the Library to effectively allocate resources in order to:

- leverage staff resources to achieve strategic plan outcomes and deliver excellent library service in an omni channel environment;
- evaluate current programs and develop new types of services and spaces to achieve the strategic plan outcomes;
- respond to evolving service delivery requirements by building and renovating branches with large, flexible spaces that accommodate a broad range of uses;
- create branches that respond to the Library's role as a community hub with services and community partners such as public health workers and emergency response centres;
- balance addressing the state of good repair backlog in existing branches, while building and expanding branches to address areas of growth and development, including in the downtown core;
- leverage digital services, technology and bandwidth to expand the quality and reach of library services; and
- balance shifts between physical and digital collections.

Updates to the Service Delivery Model

- realigning the four service tiers to reflect in-person and online service:
 - Tiers 1-3, in-person service: Tier 1: neighbourhood branches and bookmobiles, Tier 2: district branches and Tier 3: research and reference branches;
 - Tier 4: online and digital services;
- including descriptions for the service pillars – space, collections, programs, staff expertise, and technology;
- increasing the size range for future neighbourhood branches to 10,000- 20,000 sq. ft. (from 15,000 sq. ft.) to address the need for public space in response to increasing population density and other factors;

- providing descriptions of library zones and spaces that offer unique services, including Digital Innovation Hubs, Pop-up Learning Labs, KidsSpaces, Discovery Zones and Youth Hubs;
- adding a standard for bandwidth in recognition of the importance of online access;
- adding guidelines for staffing.

Implementation

The Service Delivery Model is a framework for the development of a Facilities Master Plan and Digital Strategy and will be achieved through the capital and operating budget submissions. The Staffing Model and Guidelines described in the Service Delivery Model will be implemented as part of the final stage of the reorganization process aligning public service positions with new divisions and responsibilities. The model assigns staff to each branch based on the tier of service and service levels, including open hours and new digital spaces. The staffing levels address changing staff roles as self service becomes available through the website and as automation of circulation functions increase. These changes create capacity for the Library to deploy staff in new ways to deliver on the strategic plan outcomes that better meet the needs of customers and community.

CONTACT

Elizabeth Glass; Director, Policy, Planning & Performance Management;
Tel: 416-395-5602; E-mail: eglass@torontopubliclibrary.ca

Alex Hocesvar; Director, Digital Services & Emerging Technology; Tel: 416-393-7104;
E-mail: ahocaver@torontopubliclibrary.ca

Moe Hossen-Ara; Director, Branch Libraries & Customer Experience;
Tel: 416-397-5944; E-mail: mhoss@torontopubliclibrary.ca

Pam Ryan; Director, Service Development & Innovation; Tel: 416-393-7133;
E-mail: pryan@torontopubliclibrary.ca

SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENT

Attachment 1: Service Delivery Model



SERVICE DELIVERY MODEL

Toronto Public Library's Service Delivery Model is a framework to envision the possibilities that result from an investment in library infrastructure and service delivery. It is both practical and aspirational, outlining a future-oriented, systematic approach to branch and service planning. The library develops and delivers relevant, easy-to-use, and high-quality services and is committed to evaluating and improving services based on rigorous, evidence-based outcome measurement and changing community needs.

The Service Delivery Model:

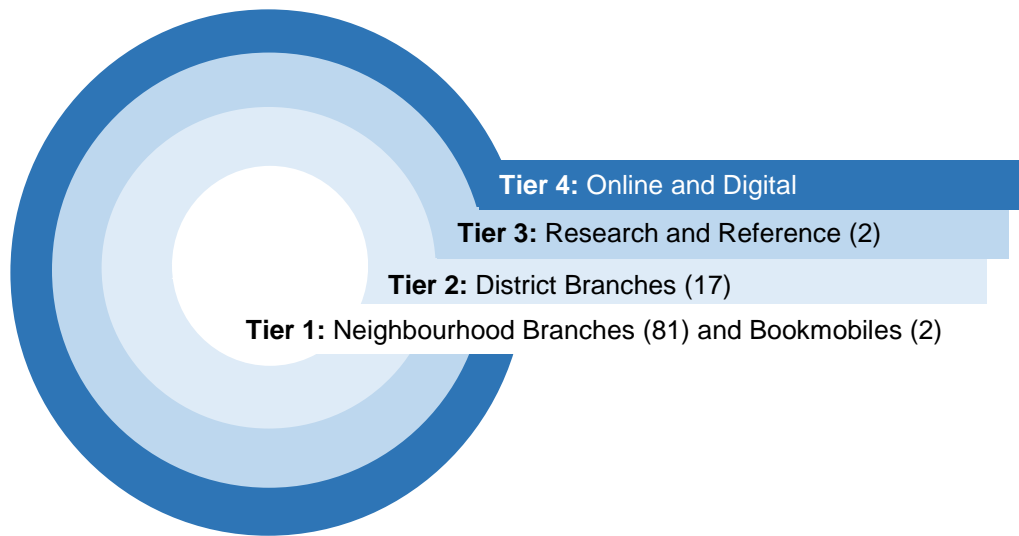
- builds on Toronto Public Library's proven track record of community building through a network of exceptional and well-maintained branches that leverage the resources of the library system and local communities;
- drives creativity, innovation, excellence, and efficiency in all areas by anticipating current and future needs;
- leverages digital services and technology to enhance access to library services and deliver an exceptional customer experience;
- creates services that are accessible to persons with disabilities in accordance with the principles of dignity, independence and integration;
- positions the library and its residents for long-term success by responding to patterns of growth and change in the city;
- provides scalable service options and planning guidelines for service development, while being flexible and responsive to changing community needs;
- includes a commitment to engaging residents, communities, users, staff and other key stakeholders to understand and meet their needs;
- ensures that Toronto Public Library's mission and service values are central to library planning;
- aligns with Toronto Public Library's digital strategy and facilities master plan;
- aligns with and supports key City of Toronto of Province of Ontario priorities and strategies.

The library uses this document to communicate standards, planning guidelines, and service levels for the library's branch and online platforms. It is a reference document and is updated as required to reflect the Board's priorities. Some of the standards described here have already been met, while others envision a preferred future based on areas of growth and development.

I. FOUR TIERS OF SERVICE

Toronto Public Library provides customers with a seamless experience in person and online, with the goal of ensuring that everyone who wants to use the library has the opportunity to do so in ways that are convenient and responsive to their needs.

The library allocates resources efficiently and effectively through four tiers of service to provide easy and equitable access.



- Tier 1:** Neighbourhood branches provide collections and services which meet many of the needs of the immediate community; Bookmobiles offer collections and services to areas not close to library branches and across the city at community events.
- Tier 2:** District branches offer extensive informational and recreational collections and services that meet the needs of the immediate community as well as the larger district.
- Tier 3:** Research and Reference branches provide comprehensive and specialized collections and services with an emphasis on access.
- Tier 4:** Online and digital channels, including the library's website and social media networks, offer a full range of informational and recreational collections and services, available 24/7, within library branches and through remote access.

Branch Network (Tiers 1 – 3)

Libraries contribute to the economic and social vitality of the city and its neighbourhoods and support community development and social wellbeing. Libraries are safe and welcoming neighbourhood hubs connecting communities and residents to each other and to resources for learning, culture, health, play, leisure, entertainment and work.

Toronto Public Library's branch network is made up of:

- 81 Neighbourhood branches and 2 Bookmobiles (Tier 1)
- 17 District branches (Tier 2)
- 2 Research and Reference branches (Tier 3)

Appendix A provides Service Guidelines for branch tiers 1-3.

All library branches are accessible, barrier-free, architecturally beautiful, comfortable, and well-maintained buildings, designed to reflect the needs and character of local neighbourhoods and the city as a whole. Extensive library open hours expand access and respond to the diverse needs of users while leveraging the City's investment in infrastructure.

Appendix B provides Branch Planning Guidelines.

The library's branch network integrates with its online channels to deliver a seamless, omni-channel customer experience.

Appendix C provides Bookmobile Service Guidelines.

Bookmobiles provide a unique service by bringing Toronto Public Library directly into communities in every corner of the city. Bookmobiles travel to underserved or geographically isolated areas, provide targeted outreach activities and participate in city events that support the city's cultural, economic, and social fabric. Like library branches, Bookmobiles provide access to safe space, collections, online resources, mobile technology, WiFi access and trained staff to support positive outcomes for residents living in these communities.

Online and Digital Channels (Tier 4)

Digital technology serves as an essential vehicle for the library's mission to provide free and equitable access to services that meet the changing needs of Torontonians and promote universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment. By increasing the use of digital tools, the library can enhance the skills and efficiency of staff, improve the delivery of services, and elevate the customer experience.

There is a growing user expectation that library services should be available online at any time and accessible through any device so that our customers are able to access the library on their own schedules. They want easier, more convenient ways to access their accounts, services, programs and collections across multiple channels – online, in-branch and through mobile technology. And they want more personalized service through those channels, anticipating and reflecting their needs and interests.

The library's website is a major service delivery point, supporting tens of thousands of self-service transactions and eBook loans every day, and the library's social media networks offer information services, customer support, engagement and awareness opportunities for library customers and potential customers.

The library offers user-centred, accessible, and technically forward-looking services through its online channels to:

- complement and extend access to in-branch services such as borrowing, account management, and program, material and service discovery;
- deliver digital services such as eBook lending, eLearning and online research;
- extend access to library programming through video, podcasts and other digital media;
- build opportunities for personalized digital services;
- increase the number of access points to the library's content and services via the Internet.

Appendix D provides an overview of the library's digital strategy.

The library's digital strategy is focused on modernizing the customer's experience and making the library more nimble, responsive and efficient through strategic partnerships and a transformed back office infrastructure.

II. LIBRARY SERVICE PILLARS

Toronto Public Library provides seamless access, in person and online, to a full range of services, including spaces, collections, staff, programs and technology.



Spaces

Toronto Public Library's 100 branches are vibrant community hubs that provide neutral, convenient space to residents of all ages and backgrounds. Toronto residents rely on the library's welcoming public spaces as destinations for study, work, collaboration, leisure, and learning, driving the need for new types of spaces and amenities. There is a growing demand for a larger flexible branch footprint for library and community use to meet these needs.

Layouts and furniture in library branches are flexible and easily configurable to accommodate multiple uses that support users through all life stages. Multiple seating and study/work space options, multi-function meeting and program rooms, and custom-designed zoned areas accommodate different user needs. Creative use of space such as offsite storage or moveable shelves for collections maximizes public space and efficiently provides access to resources. Public spaces reflect high standards for accessibility, maintenance and cleanliness.

The library also provides access to meeting rooms for rental in local communities, when these rooms are not in use for library programs and extended study space. These affordable rental options for community gatherings address a lack of public space for this purpose.

The library's outdoor space extends access and advances the role as community gathering space with features such as external seating, attractive landscaping and reading or community gardens with wireless access and public art installations.

Appendix E provides descriptions of library zones and spaces that offer unique services or service options.

Library branches offer a menu of service options to respond to the unique needs of local communities and to support geographic access to services across the city.

Collections

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

The library collects and curates information resources in all forms that are relevant and add value to the library's community of users and that reflect the diversity of their interests and needs. The library strives to provide access to current and accurate information, regardless of source or location.

Electronic resources include a broad range of eBooks, eAudiobooks, digital music and video, eMagazines, and databases, as well as digitized materials curated from Toronto Public Library's rich historical and special collections.

Collections are available in branches, online and in the community. The library broadens access and helps promote its library collections through a number of services and strategies:

- Collections are promoted, curated and displayed online and in branches for easy discoverability and browsability;
- Bookmobiles provide access to safe space, collections, online resources, mobile technology, WiFi access and trained staff to underserved or geographically isolated communities across the city;
- Home Library Service delivers library materials to Toronto residents who are homebound for three months or longer due to age, illness or disability;
- Book Deposit Service delivers small collections of large print books to seniors' apartments, hospitals and other institutions. The collections are changed based on the local needs of individual sites;
- Library outreach events and activities (e.g. festivals, fairs) promote access to physical and electronic collections across the city.

Programs, Events and Exhibits

Library programs, events, and exhibits extend and promote access to information in all its forms and encourage participation in community, cultural, and civic life. Programs promote library collections and resources, offer access to professional or community expertise, and build connections between residents and communities. Programs also offer collaborative, experiential and mentorship learning opportunities.

The library explores new opportunities for delivering quality programs, events, and services by seeking out local and community partnerships. Programs delivered in partnership enable the library to expand awareness and reach of library programs and extend the library's access to community expertise. Programs provide opportunities to cultivate and promote emerging and established local, national and international talent.

The library develops current standards for program offerings that meet or exceed community needs and is committed to delivering programs that are responsive and high quality.

Community exhibit spaces reflect the diverse cultural interests of the city and its neighbourhoods. Exhibit space enables library visitors to participate in the creative life of their community, and presents community artists with a valued avenue for exhibiting their work locally. Exhibit spaces are located across the city. The library also curates exhibits that reflect issues of current societal importance, featuring items from its rich historical and special collections, through the TD Gallery program.

Staff Expertise

Toronto Public Library's expert staff facilitate and support discovery and learning across all the library's tiers of service. Library staff:

- support the discovery and use of library collections, connecting residents to high quality information and ideas in all forms, and offering expert reading recommendations;
- facilitate access to cultural and learning opportunities;
- connect residents to community resources and experts, and communities of interest to library resources through community engagement and outreach activities;
- support technology access and use, to help residents gain new skills which enhance their quality of life and the wellbeing of communities and the city as a whole.

Staff providing information services have the appropriate knowledge, skills, and training to meet the information needs of library users. Staff are trained to assist readers with all of their reading needs including early literacy support, expert reading recommendations, and instilling the enjoyment and life-long love of reading in readers of all ages.

The library's user education programs support information literacy by teaching new and advanced users effective means of using the library's resources and services. User education programs are delivered in class, online and in individual settings to provide optimal research and learning support.

Appendix F provides an overview of the library's staffing model and guidelines.

The library's staffing model and guidelines describe the branch staffing levels required to support efficient service delivery and the achievement of strategic plan outcomes.

Technology

Public access to technology is a key driver of global competitiveness and economic prosperity, leading to a better quality of life for all. The library plays a leadership role in advocating for and providing equitable access to technology to bridge the digital divide and advance digital inclusion.

The library provides access to current and emerging technology to support residents' full participation in society, in the digital future and in the global knowledge economy. Computers, laptops, WiFi and Internet services are available in library branches across the city. In recognition of the fact that the library is the main access point for the Internet and technology for some users, the library offers bandwidth speeds and current software that meet requirements for daily life. Flexible workspaces are available to support the use of technology in library branches and to facilitate individual and collaborative group work.

The library delivers a wide range of digital content and services through its website and other online channels. Public access through in-branch technology ensures that online library services are accessible to everyone.

The library offers digital literacy instruction and training services to support all residents to gain a range of digital literacy skills. Training options reflect resident and community needs and interests and are offered via formal technology training classes, online training materials, one-on-one sessions with library staff and informal assistance.

Digital Innovation Hubs and Pop Up Learning Labs are available across the city and offer access to new and emerging computer and digital equipment and software that allow users to create a broad range of digital media. The Hubs allow users of all ages, skill levels and backgrounds to innovate, design, develop and incubate ideas, and create and experiment in positive ways. Programs and classes at these Hubs are offered to support a range of user needs and aspirations: artistic creation, life-long learning, skills development, entrepreneurship and recreational enjoyment.

Emerging technologies and Internet services are also available beyond the branch, through Bookmobiles, Pop Up Learning Labs and other innovative service models.

The library develops and implements current standards for public access to the Internet and technology to ensure that the library is responsive to the changing needs of residents and communities.

APPENDIX A: Service Guidelines for Branch Tiers

	Neighbourhood Branches and Bookmobiles (Tier 1)		District Branches (Tier 2)	Research and Reference Branches (Tier 3)	Online and Digital Channels (Tier 4)
	81 branches	2 Bookmobiles - 28 stops	17 branches	2 branches	Website, mobile and social media
SPACES Service Area	<ul style="list-style-type: none"> Serving a minimum of 25,000 people Residents within 1.6KM radius 	<ul style="list-style-type: none"> Entire Toronto service area – 2,800,000+ population 	<ul style="list-style-type: none"> Serving a minimum of 100,000 people Residents within a 2.5KM radius, providing services to the local neighbourhood and larger district 	<ul style="list-style-type: none"> Entire Toronto service area – 2,800,000+ population 	<ul style="list-style-type: none"> Entire Toronto service area and beyond
Location	<ul style="list-style-type: none"> Central in the neighbourhood or in proximity to other services Well-served by public transit 	<ul style="list-style-type: none"> Minimum of 1.7 km to the closest branch, with exceptions where significant physical barriers limit access Provide access to underserved or isolated communities with a focus on vulnerable populations Located at convenient community focal points with good visibility and easily accessible by walking 	<ul style="list-style-type: none"> Maximum access and user convenience, strategically located in the community Well-served by public transit 	<ul style="list-style-type: none"> Maximum access and user convenience Central locations on public transit 	<ul style="list-style-type: none"> Maximum access and user convenience Available anywhere, including within library branches
Optimum Size	<ul style="list-style-type: none"> 10,000 – 20,000 square feet, depending on population density Appropriate to the collection size and ancillary services 	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> Minimum of 25,000 square feet Appropriate to the collection size and ancillary services 	<ul style="list-style-type: none"> Minimum of 150,000 square feet Appropriate to collection size, exhibits and ancillary services 	<ul style="list-style-type: none"> Main website must be able to support hundreds of simultaneous transactions at peak times
Weekly Hours of Operation	<ul style="list-style-type: none"> 40-69 hours per week Monday to Sunday 	<ul style="list-style-type: none"> 42.75 hours per week (Monday to Saturday) 	<ul style="list-style-type: none"> 69 hours per week Monday to Sunday 	<ul style="list-style-type: none"> 69 hours per week Monday to Sunday 	<ul style="list-style-type: none"> 24/7
Community / Public Space	<ul style="list-style-type: none"> Community Space Zoned spaces Program space / Urban Living Room Study space/ Work areas Group study/ Meeting rooms 	<ul style="list-style-type: none"> Flexible opportunities for outdoor programming 	<ul style="list-style-type: none"> Community Space 100 – 200 seats Group study/ Meeting rooms Large meeting rooms Zoned spaces Program space / Urban Living Room Study space/ Work areas 	<ul style="list-style-type: none"> Community Space 700 – 1400 seats Group study/ Meeting rooms Large meeting rooms Zoned spaces Program space / Urban Living Room Study space/ Work areas Special collection rooms/ space 	<ul style="list-style-type: none"> Not applicable

	Neighbourhood Branches and Bookmobiles (Tier 1)		District Branches (Tier 2)	Research and Reference Branches (Tier 3)	Online and Digital Channels (Tier 4)
	81 branches	2 Bookmobiles - 28 stops	17 branches	2 branches	Website, mobile and social media
COLLECTIONS	<ul style="list-style-type: none"> Children and Youth collections French and multilingual collections General interest, popular and recreational collections Access to a range of digital and online collections Minimum collection size of 40,000 	<ul style="list-style-type: none"> General interest, popular and recreational collections Access to a range of multiple formats Children and youth collections French and multilingual collections (as needed) Minimum onboard collection size of 2,500 with access to base collection of 15,000 items 	<ul style="list-style-type: none"> Broad collections, including reference, Best Bets, browsable materials, French, Multilingual, local history and special collections Children and Youth collections General interest, popular and recreational collections Access to a range of digital and online collections Minimum collection size of 100,000 	<ul style="list-style-type: none"> Extensive reference, research and circulating collections; range from comprehensive to research level Special collections of rare and valuable materials Unique and specialized French and Multilingual collections Circulating Adult, Youth and Children's leisure and informational materials in all formats; range from basic to research level Popular and recreational collections Minimum collection size of 500,000 	<ul style="list-style-type: none"> Extensive collections including general interest, popular, recreational, educational, and research material Includes ebooks, digital audio and video, digital magazines and article databases, digitized books and images from the library's special collections, online learning tools, etc.
PROGRAMS	<ul style="list-style-type: none"> Programs based on local community needs and interests Exhibit space Some programs, exhibitions and events featuring high profile speakers 	<ul style="list-style-type: none"> Programs based on community needs and interests Outreach to vulnerable populations Participation in city-wide events 	<ul style="list-style-type: none"> Programs based on community needs and interests Exhibit space Some programs, exhibitions and events featuring high profile speakers 	<ul style="list-style-type: none"> Specialized programs based on community and population needs Programs, exhibitions and events featuring high profile speakers and a comprehensive platform of user education instruction programs Exhibit space 	<ul style="list-style-type: none"> Program delivery through live streaming, interactive media, and audio/video recordings Virtual exhibits
STAFFING	<ul style="list-style-type: none"> Administrative and service support provided by services and staff in other tiers Responds to particular needs of local neighbourhoods 	<ul style="list-style-type: none"> Each stop is staffed by one, with larger stops supported by an additional person Special events and outreach supported by services and staff in other tiers 	<ul style="list-style-type: none"> Branch based staffing Professional staff with subject expertise in service areas allocated to address community needs Management and leadership to support services at the branch, area and system level Responds to needs of local neighbourhood and larger district 	<ul style="list-style-type: none"> Branch based staffing Professional staff with subject expertise in service areas allocated to address community and population needs Staff support online, district, and neighbourhood services and collections through staff subject expertise, selection and access to materials and information 	<ul style="list-style-type: none"> Specialized staff with expertise in developing and managing digital services: computer programmers, designers, digital content specialists, and user experience specialists
TECHNOLOGY	<ul style="list-style-type: none"> Computer workstations Life-cycle maintenance and upgrades of hardware and software WiFi services with bandwidth speeds of 50 Mbps download/10 Mbps upload per connection 	<ul style="list-style-type: none"> WiFi services with bandwidth speeds of 50 Mbps download/10 Mbps upload per connection 	<ul style="list-style-type: none"> Computer workstations Life-cycle maintenance and upgrades of hardware and software WiFi services with bandwidth speeds of 50 Mbps download/10 Mbps upload per connection Computer Learning Centre Digital Innovation Spaces specific to branch needs 	<ul style="list-style-type: none"> Computer workstations Computer Learning Centre Digital Innovation Spaces specific to branch needs Life-cycle maintenance and upgrades of hardware and software WiFi services with bandwidth speeds of 50 Mbps download/10 Mbps upload per connection 	<ul style="list-style-type: none"> Not applicable

APPENDIX B: Branch Planning Guidelines

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

Heritage buildings connect residents and communities with the history of the library and provide a unique opportunity to experience Toronto's past and demonstrate the library's commitment to preserving heritage buildings. Library branches also provide the opportunity to experience Toronto's rich and layered history and culture through indigenized spaces.

Location

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

Location requirements include:

- Prominent and convenient community gathering places accessible by public transit and good pedestrian access
- Located on a primary street with high visibility and connectivity to the street
- Centrally located to encourage walkability and to reduce vehicular dependence
- Preferred footprint is large enough to allow for a single floor design.

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

Opportunities for relocation and new facilities are considered if they maximize location requirements and community needs.

Facility

Library branches are planned to capitalize on current and emerging requirements: green, energy efficient, and smart building enhancing efficiency and the personalized experience of library users. [Public consultation](#) is an integral part of branch planning. Community and resident input ensures that buildings are responsive to community and residents' needs and lead to strong community identity and pride in new and renovated facilities.

Toronto Public Library's Facilities Master Plan

The Toronto Public Library's Facilities Master Plan provides a framework for capital investment in the library's facilities infrastructure. It guides the timing and location for renovations and rebuilding projects. The plan is informed by: population and community growth studies, property condition assessments, trends in building automation technology, and requirements to provide 21st century library service throughout the library system.

Facility requirements include:

- Appropriately sized facility based on population size and tier of service
- One storey facility preferred, at grade with separate public entrance
- Barrier-free operation in compliance with Ontario Building Code (OBC) and Accessibility for Ontarians with Disabilities Act (AODA)
- Built to meet or exceed the City of Toronto's Green Standard
- Natural use of lighting
- Building automation systems to decrease HVAC energy consumption and energy cost
- Independent operation and metering of all HVAC, utilities, and security systems in joint-use facilities

Interior space requirements:

- Flexible space with movable shelving and seating that can easily be reconfigured – space for library programs, group and quiet study space, lounge space
- Space for partnered programming and service delivery where the partner organization is providing services/programs aligned with and advancing the library's strategic priorities
- Community meeting space and work space with after-hours access
- Zoned areas for library customers and services including children, teens, and adults
- Shelving and merchandizing spaces for library collections
- Computer, technology and innovation spaces for branch programs, group projects and individual study
- Large windows showcasing activities inside the building and visual display screens promoting library services beyond hours
- Glass-enclosed, acoustically-managed spaces to allow for flexible programming and events
- Easily configurable space to accommodate different types of programming, customer collaboration and changing self-service options
- Limited number of columns permitted in the library space to support flexible use of spaces to deliver library programs and services
- Technology infrastructure to support networked library services and maximum connectivity to wireless network
- Exhibit space for local creators and artists
- Lounge zones and comfortable reading areas for casual reading with movable seating and tables
- Acoustically-managed space for collaboration and creation
- Large flexible meeting rooms for library, community use and revenue generation
- Appropriate lighting levels
- Special power, ventilation, and sound-proofing for innovation spaces.

Exterior space requirements:

- Lighting around the facility after hours to provide a safe and welcoming environment for library services beyond open hours and to promote location and awareness of the facility
- Visible entrance from the street
- Outdoor spaces for reading gardens, work spaces and library programs with direct and visible access to the interior library
- Good connectivity to WiFi hot spots
- Convenient service entrance/loading dock
- Clear visible branch signage and street signage, visual display screens to highlight library activities
- Exterior book drop
- Lockable bicycle racks.

APPENDIX C: Bookmobile Service Guidelines

Bookmobiles provide a unique service by bringing Toronto Public Library directly into communities in every corner of the city. Bookmobiles travel to underserved or geographically isolated areas, provide targeted outreach activities and participate in city events that support the city's cultural, economic, and social fabric. Bookmobile service also bridges the digital divide in low income neighbourhoods through the provision of expanded access to mobile technology and devices.

Like library branches, Bookmobiles provide access to safe space, collections, online resources, mobile technology, WiFi access and trained staff to support positive outcomes for residents living in these communities.

The Bookmobile schedule has the flexibility to respond to changing community needs and can also be a way to address concerns about growth in certain areas of the city where there are no conveniently located library branches.

Requirements:

- Provide access to underserved or isolated communities with a focus on vulnerable populations including low-income groups, young children, seniors, newcomers, and displaced families.
- Provide a flexible and timely response to changing community needs and demographics
- Provide alternative service point during temporary branch closures
- Stops are located a minimum of 1.7 km to the closest branch locations with exceptions where significant physical barriers limit access to existing branches
- Stops are well-located at convenient community focal points with good visibility and are easily accessible by walking
- Stop duration of 1 to 2 hours in length
- Onboard collection of approximately 2,500 items consisting of popular and recreational materials in a variety of formats tailored to individual communities
- Provide barrier-free accessibility
- Outfitted with mobile wireless services that provide for circulation and reference services
- Free WiFi access for customer use
- Electrical outlets/recharging stations for public use
- Book drop for efficient service
- Flexible opportunities for outdoor programming and outreach through the provision of shade and cover to create comfortable outdoor gathering places
- A strong visual identity that is consistent with overall TPL brand elements and creates a high profile for TPL as it travels across the city and participates in community events

APPENDIX D: Toronto Public Library's Digital Strategy

Four key areas of focus guide the library's approach to digital and technology, with the goals of modernizing the customer's experience and making the library more nimble, responsive and efficient through strategic partnerships and a transformed back office infrastructure.



APPENDIX E: Library Zones and Spaces

Service

Description and Requirements

A. Digital Innovation Spaces



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

Research and Reference library branches offer a variety of digital innovation spaces, including Digital Innovation Hubs, Audio Visual rooms and Fabrication Labs. District branches and large neighbourhood branches serving NIA communities offer Digital Innovation Hubs and, as design permits, additional innovation space that meets local community needs and interest. Neighbourhood branches offer flexible program space to host Pop Up Learning Labs and technology classes, including robotics and coding.

Requirements:

- Appropriately sized, flexible, and accessible enclosed spaces that can be reconfigured according to program and service needs. Multiple spaces are co-located
- Staff workstation located inside the space. Configuration of spaces support easy supervision
- Lockable storage
- Durable and modular furnishings, technology and equipment that can accommodate collaboration and play
- Adjustable lighting and sound proof or acoustically-managed space to facilitate learning, collaboration and creation
- Electrical outlets and Internet drops along walls and floor
- Innovation technology and equipment that are regularly refreshed and enhanced
- Strong and identifiable Digital Innovation Spaces brand elements, including a visual identify and colour palette
- Digital Innovation Hubs offer equipment and software to support 3D printing, digital design, scanning, robotics, virtual reality and coding/programming
- Minimum dimensions of 20' x 25'
- Walls consist of 3 standard and 1 glass
- AV rooms provide audio, video and photography equipment and software
- Minimum dimensions of 15' x 20'
- Sound-proofed space located away from ambient noise sources (e.g. washrooms, HVAC systems)
- Green walls and no outside light sources (e.g. windows) except for small window in door
- Fabrication Labs support a variety of maker activities reflecting community interests and needs.
- Minimum dimensions of 20' x 25'
- Exterior ventilation

Pop Up Learning Lab – Mobile Innovation Programming Kits

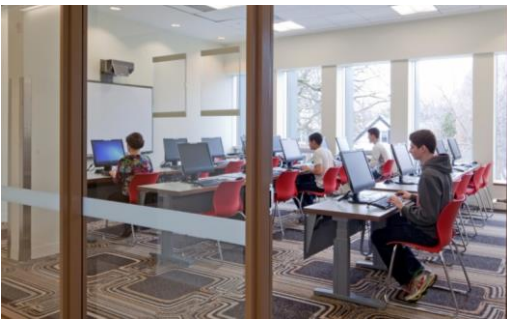


A Pop Up Learning Lab for all ages provides access to new technology that supports programming, skills building and collaborative learning. It is mobile and consists of digital and maker equipment. The Pop Up Learning Labs support the delivery of a wide range of programming in branches and in the community.

Requirements:

- New and emerging technology including 3D printers; virtual reality consoles; robotics, programming kits and technology to support STEM programming
- Mobile, lockable and secure equipment storage unit
- Strong and identifiable Pop Up Learning Lab brand elements, including a visual identity and colour palette

B. Computer Learning Centres



Computer Learning Centres are dedicated spaces equipped with PCs that feature Microsoft Office products, Internet connectivity, and access to subscription-based databases. These spaces are primary locations for digital literacy training. Rooms are available for self-directed independent and collaborative learning, as well as general use, when classes are not in session. Select branches offer additional “enhanced” services including: photo scanners, 3D printers, Adobe Creative Cloud software plus free and open-source software which support 3D design, photo editing, graphic design, web development, desktop publishing, video and audio editing.

Requirements:

- Flexible and accessible space in an enclosed area of 30 square feet minimum, with an oversized doorway to allow for the movement of large technology in and out of the space
- Clear sight lines from library
- Minimum of 11 PCs (one for instructor, 10 for students)
- 36” minimum width for each workstation and for instructor sit-stand desk
- Accessibility support at stations includes Zoom Text, large-print keyboard, large ball mouse; minimum one workstation to meet wheelchair accessibility standards
- Durable furnishings, technology and equipment that can accommodate in-classroom learning and in a variety of forms
- Projector, screen and audio support
- Electrical outlets and Internet drops along walls, floor and ceiling
- Adjustable lighting and acoustically-managed space to facilitate learning, collaboration and creation
- Additional furniture for enhanced learning centre equipment including scanner table, 3D printer cart and lockable storage

C. Community Exhibit Space



Community exhibit spaces reflect the diverse cultural interests of the city and its neighbourhoods. Exhibit space enables library visitors to participate in the creative life of their community, and presents community artists with a valued avenue for exhibiting their work locally. Exhibits are responsive to the diverse interests of the community, compatible with TPL's vision, mission and values, and appropriate to the library environment.

Requirements:

- Adjustable lighting
- Large area of display/blank wall space
- Barrier-free walkway
- Clear sight lines from library
- Acoustically-managed space to facilitate learning and conversation
- Connectivity to WiFi hot spots
- Hanging mechanisms with security features
- Optional lockable display cases

D. Group Study Spaces/ Meeting Rooms



Study spaces and meeting rooms provide a variety of options for studying and collaborative learning.

Requirements:

- Flexible individual and group study spaces
- Acoustically-managed study spaces and meeting rooms
- Appropriately sized, flexible, and accessible space in an enclosed area
- Access to charging stations at every seat
- A variety of comfortable seating, furniture and study spaces
- Meeting rooms equipped with sink/kitchenette

E. KidsStops



KidsStops are literacy-rich interactive centres where children birth to 5, with the support of their parents and caregivers can develop pre-literacy skills in a fun, supportive environment. KidsStops engage and activate the imagination, create a sense of exploration and discovery, all the while building a child's pre-reading skills. These unique spaces feature a wide range of interactive learning stations based on the library's *Ready for Reading* principles.

Requirements:

- Flexible and accessible space of 350 minimum – 1,500 square feet
- State of the art furnishings and technology that accommodate learning and play
- Acoustically-managed space to facilitate learning and play
- Adjacent to or integrated with the collection
- Accessible, flexible moveable shelving that is no higher than 52"
- Play-based fun activity units that children and caregivers can explore together and that support the development of early literacy skills
- Furniture and display tools/acrylics to support the merchandizing of *Ready for Reading* collections and information
- A space where children and caregivers can read together
- Embedded components on the shelves to draw children into the collection
- Unique theme for each KidsStop
- Strong and identifiable KidStop brand elements, including a visual identity, colour palette that is consistent with the *Ready for Reading* brand and integrates with the overall TPL Children's brand
- Transitional spaces for families that encourage and facilitate the flow of children and their families between and throughout the TPL Children spaces designed for the different age ranges and needs of children birth to 12

F. Middle Childhood Discovery Area



A Middle Childhood Discovery Area is an enhanced space within the children's department for children aged 6 – 12 and their families. The area is vibrant and inviting and gives children the opportunity to explore the joy of reading and digital media and learning through self-discovery and play.

Requirements:

- Flexible, and accessible space of 500 minimum – 1000 square feet
- Agile spaces that can be reconfigured according to program and service needs; a design that is flexible and has components that are changeable
- State of the art furnishings and technology that can accommodate Pop-Up Learning Labs, collaboration and play
- Acoustically-managed space to facilitate learning and play
- Multiple spaces that provide unique, enticing reading nooks where children can enjoy quiet reading
- A space that facilitates collaboration, can be used for quiet group study, and uses flexible furnishings
- A space that is integrated with the collection, provides innovative display/merchandising kiosks to facilitate access to information and ideas
- Accessible, moveable shelving no higher than 52"
- End panels on the shelving that are interactive with the collection; and that display the covers of books located on the shelving
- Embedded components on the shelves to draw children into the collection
- Strong and identifiable TPL Children's brand elements, including a visual identity and colour palette
- Transitional spaces for families that encourage and facilitate the flow of children and their families between and throughout the TPL Children spaces designed for the different age ranges and needs of children birth to 12
- Where space and/or criteria allows:
 - Discovery Zone
 - Permanent installation with 4 to 6 stationary components designed to include both technological and creative challenges
 - An interactive technology component that is highly visible and is a focal point in the space
 - Discovery Kiosk
 - Small permanent installation within the Middle Childhood area with content that changes monthly and that is designed to provide both technological and creative challenges, and to spark curiosity

G. Youth Hubs



Library Youth Hubs are designated after school spaces in library branches which provide youth ages 13-19 with quality after school homework help in math, science, English, French, and other subjects. Youth also have access to enriching complementary programs that help to develop social and leadership skills. Access to safe space, technology, volunteer tutors and curriculum resources contribute to positive outcomes for youth.

Requirements:

- Dedicated, consistent and well-trained staff
- Designated, dynamic and flexible space for 30 youth during after school hours
- Durable and movable furniture that can be reconfigured to accommodate a variety of uses including individual and group study, collaboration, technology use, and group activities
- Electrical outlets and network connections to support technology use
- Free access to laptops, up-to-date software, tablets and apps and other equipment to promote digital literacy and learning
- WiFi and Internet connections to support access for youth in the program
- Access to library collections and online resources to support homework and leisure activities
- Space that supports a variety of noise levels

H. Outdoor Program/Event Space



Outdoor spaces welcome communities and provide a variety of seating and attractive landscaping. Spaces are used for community reading gardens, library and community programming and gathering places.

Requirements:

- Agile spaces that can be reconfigured according to program and service needs; a design that is flexible and has components that are changeable
- Comfortable seating and spaces for quiet reading, relaxation and group study
- Good connectivity to WiFi hot spots
- Reasonable amount of shade and cover
- Clear sight lines from library

I. Event Space



Event spaces are used for large high profile library programs and events, and can also be rented out for business conferences, social events such as weddings, and for special functions.

Requirements:

- Well-located facility, accessible by public transit and arterial roads
- Agile spaces that can be reconfigured according to program and service needs; a design that is flexible and has components that are changeable – accommodate 100+ people
- Unique architectural features and views, special exhibit spaces and opportunities, comfortable seating, stand-up spaces, quiet zones and space for groups
- Equipment that allows for flexible setup
- Boosted WiFi
- Ability to change lighting and ambience
- Acoustics for music/conversation
- For Rentals:
 - Separate entrance
 - Parking
 - Delivery Dock
 - Storage Space
 - High quality washrooms with upgraded amenities
 - Space for catering and/or catering setup

J. Creative Space



Creative space is available for performing artists of all types to use. Musicians, dancers, drama students, poets and writers can book the space to rehearse a new work, use special library materials or present a new work to a selected audience.

Requirements:

- Appropriately sized, flexible, and accessible space
- Agile spaces that can be reconfigured according to program and service needs; a design that is flexible and has components that are changeable
- Durable furnishings, equipment and technology that can accommodate collaboration, creativity and play
- Acoustically-managed space to facilitate learning, play, music and conversation
- Ability to change lighting and ambience

K. Theatre Performance Space



Theatre performance spaces provide a large, central public space through which the library offers rich access to culture and performing arts. The space offers affordable access to theatre performance and large movie screenings for local communities and residents.

Requirements:

- Well-located facility, accessible by public transit and arterial roads
- A design that is accessible, flexible and has components that are changeable; accommodate 200+ people
- Ability to change lighting and ambience
- Acoustically-managed space for music and performance
- Climate control space separate from the library
- Large stage, wing area and change rooms
- Security and privacy for performers
- Interior and exterior access to the Box Office
- Good connectivity to WiFi hot spots
- For Rentals
 - Space for catering and/or catering setup
 - Separate entrance
 - Delivery Dock
 - Storage Space
 - Promotional area outside of theatre
 - High quality washrooms with upgraded amenities

APPENDIX F: Staffing Model and Guidelines

Library staff are critical to the development, delivery and evaluation of services which respond to changing community needs. The staffing model supports the delivery of services which reflect the library's service values, policies, standards, and strategic plan outcomes across all service tiers.

Library staff have the competencies, knowledge, skills and technical tools to fulfill responsibilities for their classification; the library offers a comprehensive staff training and development program to support staff in fulfilling their roles. All library staff engage in orientation and ongoing education on a formal and informal basis including attending courses, participating in communities of practice and formal and informal networking. Library staff are supported in participating in professional development opportunities in the public library sector to support service excellence and innovation.

The organizational structure, job classifications and staffing levels are reviewed on an ongoing basis and updated as required to support organizational transformation and take advantage of the changing technology landscape in which library services are being developed and delivered while addressing community needs for specialized services. In response to strategic plan priorities, the library introduced a new organizational structure in 2016 which included development of new divisions and executive positions. The development and implementation of a staffing model standardized staffing levels and classifications by tier type as part of the new organizational structure.

The staffing model and guidelines are reviewed and updated as required to:

- support the achievement of the strategic plan outcomes and organizational priorities;
- support service levels including open hours, and allocate staffing levels efficiently and effectively to operate branches;
- provide appropriate staffing levels for new library spaces and services including Digital Innovation Hubs and Youth Hubs;
- balance resources across branches and allocation of part time and full time staff;
- support community-based services including outreach librarians;
- respond to demographic changes and user needs and trends in library use, both on-line and in library branches;
- meet the requirements of the Collective Agreement, legislative requirements and City directives.