



Case for Support Executive Summary

A Capital and Endowment
Fundraising Campaign

In support of the
Toronto Public Library

DRAFT
October 18, 2002



We're in the Toronto Business

Toronto Public Library has *always* made its community its business. Now that Toronto is judged one of the most “liveable” cities in the world, a bustling urban area within a country that scores one of the “highest standards of living” on the globe, we take pride in knowing that we helped place this municipality in its high ranking spot. There’s no question about it. All our long time work and contributions to our City’s “liveability” are paying off.

At Toronto Public Library, we understand what it means to provide and sustain an essential support service for the people of this city. We demonstrate our understanding every day through the clarity of our planning. Our respect for efficiency, appreciation for innovation and, most of all, our desire to achieve results, drive our service and account for our many successes.

Today, however, our city needs even more from us. Toronto is experiencing unprecedented challenges as well as opportunities. We know that we could play a greater and more critical leadership role in preserving and enhancing the quality of life of our city residents, students and businesses, but we need your help. With burgeoning population growth, an increased need for literacy and numeracy programs, greater cultural diversity and a widening gap between the ‘haves and have-nots’, the financial capacity of this City to meet its many challenges is a concern to us all.

In a proactive spirit, the Library is actively addressing these concerns by preparing a new funding model. To date, more than two years of intensive strategic preparation has gone into planning exercises and, since I am aware that you are also committed to securing the vital financial resources that are required to strengthen our city services, I feel compelled to tell you about our work to date. I recognise your commitment to securing the funding necessary to strengthen vital city services.

In the following pages, you will read an Executive Summary of our Case for Support. It explains how the Toronto Public Library System plans to undergo its most visionary transformation in 118 years to become the finest public library system in the world. Achieving this goal will ensure that Toronto’s needs can and will be met over the next decade and for years beyond.

I hope you will share in my excitement and passion for the future of Toronto Public Library.

Josephine Bryant, City Librarian

**Photo of
J.B.**

Josephine Bryant
City Librarian



A Remarkable History

In 1882, the *Free Libraries Act* was passed by the Ontario Legislature and within two years the first Toronto Public Library opened its doors at the Mechanics Institute Building. Since the days of Muddy York, much has changed. Toronto is now recognised as one of the largest, most diverse and sophisticated cities on the continent. The one time wooden sidewalks the city was known for are long gone and as the villages and townships, boroughs and cities of Etobicoke, York, East York, Scarborough, North York and Toronto prospered and merged and finally amalgamated, so did the libraries that served those communities so well. Today there are 98 branches including the Toronto Reference Library serving City residents, visitors, students and businesses. If only the mechanics of 1884 could see us now!

Libraries are one of the cornerstones of any community. **More than strictly places for books**, they play a significant community-building role. By nurturing cultural and educational vitality, by fostering an understanding of the past, recognising the present and appreciating aspirations for the future, libraries touch many individuals and enrich the larger community.

The Toronto Public Library serves 2.4 million people and proudly claims:

- 1.4 million Library card holders (65% of the population!);
- 16.3 million visitors annually;
- 27.4 million items circulated annually;
- 8.8 million questions answered;
- Collections of over 11 million items in a variety of formats in more than 100 languages;
- Specialized services such as business, genealogy and local history, literacy and children's programming;
- Provision for persons with disabilities.

Toronto Public Library is an invaluable asset to the citizens of Toronto, responding to and anticipating their needs and interests. The institution promotes intellectual growth, encourages human and cultural dynamics and strives to reflect in its services and collections the diversity of our changing City, its communities and neighbourhoods.

Central to the Library's service philosophy is the principle that all citizens should be entitled to access public resources. Our collections are free for users to sample and enjoy and access to them is equal to all.

Every day in neighbourhoods throughout the City, the Library changes lives by proffering new ideas, new skills and new ways of making sense of the complex world in which people live.

As we face a future increasingly dense with information and closed to those without adequate tools to learn or skills to adapt, the Toronto Public Library's role as a key City service provider is more crucial than ever.

Today's Library

Modern Libraries are much more depositories for books and other materials; they are on-line, interactive and dynamic public spaces. They offer programs and specialized services and are active meeting places for members of the community to discuss, debate and socialise. Toronto Public Library is a leader in promoting life-long learning and engaging community interaction on many fronts.

Twenty five percent of people in Toronto are functionally illiterate.

Toronto Public Library has always played a leadership role in cultivating a more literate society. The ability to read is a fundamental skill that permits completing a job application, writing an exam or simply finding the way home. Yet literacy is one of the greatest concerns our modern day

society faces. For people without basic reading skills, opportunities for improving quality of life are extremely limited; an inability to read is a serious handicap and a barrier to both personal and societal advancement. We mediate the problem on an ongoing basis.

Our literacy programs begin with children and youth. We contribute to the positive development of children, enabling them to celebrate the joy of reading and we encourage lifelong reading through acclaimed programs like *Leading to Reading* and through the creation of programs like *Kindergarten Outreach*.

The “Digital Revolution” has changed the way we learn, teach and work.

Modern technology has changed the way we communicate and access information, and computers have changed the look of libraries forever. Toronto Public Library works actively to upgrade its electronic resources knowing that the investment facilitates access to global information and

provides users with the tools they need to be successful in “knowledge-based industries”. It is all too clear to us that the need for library users to navigate vast stores of information quickly and efficiently is increasingly important in our world.

Last year, more than 55,000 children participated in reading and literacy programs.

Toronto Public Library has always held a special place in the lives of families and children. The long-standing tradition continues today with *Reading and Homework Help Programs* that assist children with low literacy skills to improve reading and school performance. Our summer

English Can Be Fun programs permit children who are new to Canada to familiarize themselves with the English language.

The TRL is an internationally respected research facility and architectural landmark.

While the Library has a special place in many hearts, few people realize how important it is on a bigger stage. The Toronto Public Library owns unique and rare collections like the Canadian historical collections in the Baldwin Room and the Osborne Collection of Early Children’s Books. The Reference Libraries are research facilities that draw scholars

and researchers from all over the world. The Performing Arts Collection, the Audubon Collection and the Arthur Conan Doyle collection are just a few of our treasures. On a day-to-day basis, the Library is filled with students, artists, and business professionals. People use the Library for everything - researching family trees, learning about personal health, planning travel, starting a new businesses, reading a newspaper from their homeland, career searching or learning a new language in the Language Learning Centre.



The Next Chapter Investing in the Future

The Need is Clear: A Bold Vision for the Future

The majority of our annual operating funds of \$120,000,000 are provided by the City of Toronto. The City also provides an annual capital allocation of approximately \$10,000,000. This investment results in our operating the largest public library system in Canada and **the busiest one in all of North America.**

Although this level of investment is a strong vote of confidence and a sincere financial sign of support from the City of Toronto, it falls short of the funding required to realize our Vision of becoming **the finest public library system in the world.**

We pursue this goal because of our commitment to being “in the Toronto Business” and because,

- Toronto needs to have a Library system that is ready to embrace the projected growth levels of our future population.
- Toronto needs a Library system that proactively reaches out to special individuals and groups who require creative and innovative programs and services to increase the probability of their leading productive and meaningful lives.
- Toronto needs a library system that is wise in its application of technology in order to increase access and efficiency.
- Toronto needs a library that is provided with the necessary funding to support its enormous capital asset base. It must also diligently develop its Endowment Fund to sustain innovative outreach and programs targeted for special individuals and groups that cannot be supported by the municipal treasury.
- Toronto needs a library to collect and maintain its own literary and developmental history.

To achieve our Vision, we have generated a plan that contains three simple yet profound strategies:

- Secure municipal support for our capital needs at the level of \$10,000,000 dollars per year for each of the next ten years (totalling \$100,000,000)
- Secure private funds through a campaign to support the remaining capital needs of \$120,000,000 over the next ten years
- Secure private funds through a campaign to create an Endowment Fund of \$20,000,000 over the next five years, the annual earnings of which will provide vitally important program funding.

Our plan is to secure a total resource base of \$220,000,000 to realize our Vision of becoming **the finest library system in the world** and to continue to support the dreams for the City of Toronto.

Here's how and where these important resources will be spent and the benefits that they will create.

Capital Funds \$200,000,000

Our Capital Asset base is extensive. We have 98 branches spread strategically throughout the newly amalgamated City of Toronto. Many are old and historically significant and need to be cleverly preserved while they are retrofitted to accommodate growth and modernization. Some are relatively new but should be expanded quickly to accommodate incredible growth and community demand. Some need modifications to ensure we can interact with special individuals and groups. In all there are 33 branches that need critical repair, renovation, and/or expansion. Our main location, the Toronto Reference Library is scheduled for a major renovation and modernization program and construction of new branches is planned over the next ten years to fill service delivery gaps. Technology upgrades are scheduled for multiple branches to meet service demands over the next short while.

The benefits are simple:

- dramatically increased access
- outreach to special populations
- efficiencies created with new technology applications

Here are some examples of what our planned investments will mean:

Toronto Reference Library

Raymond Moriyama, member of the Order of Canada and world-renowned architect, designed the Toronto Reference Library, located in the heart of the city. The Library combines its extensive and unique collections of rare and valuable materials with staff expertise in specialized areas to provide exceptional information services to the community. It has earned a national and international reputation drawing researchers from around the world to use resources such as the Baldwin Room Collections of Canadiana and the Arthur Conan Doyle Collection. As a major learning centre, the library has a key leadership role in providing education and training for our community to maximize their access to quality information in a timely manner.

Built in 1977, 'TRL' requires major renovations and reprogramming to reach out and meet the changing needs of the city's residents. Some of the exciting new services planned for the library include:

- An Adaptive Technology Centre to provide people with disabilities with equitable and timely access to the world of print and electronic information. The centre will include soundproof rooms with voice access, state of the art technology equipment and applications. Adaptive technology enables people with disabilities to access information at the same time the general population has access rather than waiting for the text to be produced in Braille, large print or on tape. TRL is also exploring partnership possibilities that will allow it to be a test location for the latest developments and generations of technology for people with disabilities.
- A Special Collections Centre that will bring together all of TRL's rare and important historical documents in an environment that will both showcase these important materials and conserve them for posterity in an appropriate climate controlled environment. The Canadian Historical Picture Collection with over 100,000 images of historic Toronto and Canada, the Manuscript Collection of Robert Baldwin papers and those of other important Family Compact Members and a pre-eminent collection of books relating to the history of Canada pre-1900 are all foremost collections of their type. A new Centre will collect these materials together, feature them prominently in the Library and make them more accessible to the public through dedicated and secure display venues.
- A Learning Centre that will provide two dedicated electronic classrooms that will

accommodate 40 learners at one time. These classrooms will be used on a daily basis to teach students, researchers, hobbyists, job seekers, book club readers and others how to access and evaluate information and resources pertinent to their interests.

- A Multilingual/Multicultural Centre to introduce the library and its services to new Canadians. It will offer multicultural programs, services and collections to the diverse communities that make up the population of Toronto and will provide links to cultural origins and build bridges between generations and cultures.
- The Consumer Health Information Service (CHIS) is a centre of excellence providing specialized assistance that can inform decision-making about health issues via use of electronic databases, up-to-date texts, periodicals and subject files. The centre provides the largest consumer health collection and service of its kind in Canada, but currently operates only 25 hours a week. With funding, it is TRL's hope to extend service hours to match those of the remainder of the library as well as to expand the current collection of resource materials to make it one of the best centres of its kind.
- The Business Information Centre is a key resource in the City for current local and international business information. The also has strong historical business information collections such as company annual reports dating back to the late nineteenth century. Key areas that support a variety of users include both corporate and personal finance and investment, starting a small business, careers and job search, business statistics, trademarks and patents. Through additional funding, the library will develop electronic Gateways or portals to aid users access to the best niche business information through the Virtual Reference Library.
- There are a number of other specialized subject centres, which will be expanded with the funds raised. These centres include Genealogy and Local History, Science & Technology, Fine and Performing Arts, Picture Collection, Consumer Law, Canadian History, Canadian Literature, Travel, Call Centre/Ask a Librarian and many others which will all combine the best in collections with subject specialized staff in a centre of excellence model.

The Virtual Library

The Internet is looked upon as the "great leveller" - a democratic medium that affords equal opportunities for everyone who is "electronically" connected. Because a large portion of our population has no access, however, a "digital divide" has developed and the gap between the rich and the poor is ever widening as technology evolves and information literacy becomes more urgent. Unless people can speak the language of our increasingly digital environment they will become less and less able to participate in our new knowledge based economy. Addressing this digital divide is at the core of the library's vision for the "VRL".

While Internet access from home is becoming more affordable and prevalent in Canada, information technology is advancing at a breakneck pace. The cost of new technology will always be prohibitive for lower income families and access by those with limited income will consequently be at a premium.

The role of the library as a social and economic equalizer is clear. It needs to provide the disenfranchised of the community with Internet access through adequate equipment, technological enhancements, the development of digital content and provision of free public training programs. Supporting these improvements will require parallel enhancements to the Library's technology

infrastructure requirements; specifically the expansion or upgrades to system bandwidth, building and floor space, furniture and user education facilities.

Addressing the digital divide involves fostering information literacy and applying the traditional expertise of librarians as navigators in the new environment. The Virtual Reference Library is an integral part of the TPL's web presence and strategy. It uses advanced information and telecommunications technology to deliver innovative services to remote users both within the city and in rural communities, enabling them to access the collections and staff expertise of Canada's largest library. It fulfills a provincial role and is pivotal to the economic development of rural communities. Remote users will be able to find practical assistance for many things such as job searching, investing, homework help or genealogy to name a few. The development of more gateways is an integral part of the library's strategy for offering Canadians one place to search for valid information.

In addition to renovating the Toronto Reference Library, we need to revitalize a number of our community branches. Two examples include:

Bloor-Gladstone Branch

TPL recognizes the importance of preserving the city's heritage. This is accomplished in a number of ways including restoring historic library buildings. A case in point is the Bloor-Gladstone branch, which was built in 1913. This branch will be renovated and expanded from 11,397 sq. ft. to 25,000 sq. ft. to address community needs and bring it to standards as a district library. The expanded branch will provide new and enhanced services such as a 'Le@rning' Centre and improved Children's space. The Le@rning Centre will provide ongoing opportunities for the public to learn about emerging technologies, and to receive formal instruction as well as self-guided study in a user-friendly space. The addition of the centre will assist to provide equitable access to technology in an under-served portion of the city.

Renovation of the current children's room will permit expansion of branch collections and improvements to the layout and inventory of computer workstations that are specially designed for children.

Agincourt Branch

The Agincourt District Library is located in a thriving part of the community. Since it's opening in 1991, this relatively young branch has been used as a central gathering place and a major resource for information and recreation in the community. Today the two-floor branch is the 3rd busiest of 98 libraries in the TPL system, circulating 1 million books every year and serving one of the largest Chinese populations in the city.

The high volume traffic in and out of the branch has caused wear and tear and the sheer concentration of people within the branch at any time argues the need for quiet space, project rooms, and access to computers. Seating space needs to be expanded and electronic resource space improved and extended to meet the demands of the rapidly growing population base.

The plan is to add a third floor that would allow for an expanded multicultural area, a popular materials area, a project room, literacy offices and a teen zone. These enhancements will help to improve public access and allow people to use the library even in the increasingly hectic pace of life.

Endowment Funds \$20,000,000

Toronto is a special city with many special people. They require special services far beyond the operating resources of the Library. We must create an Endowment Fund whose capital will be protected and whose earnings will allow us to fill three vital needs in our special city.

There are three groups we wish to focus on:

- The Early Years
- Families and adults in need
- Cultural Services and Heritage

Children In Need

Fraser Mustard's report on the Early Years is a vivid example of why we must have access to operating funds that go beyond regular library programming. Our Endowment Fund will provide special support for Library programs that will make a difference in the development of children under six:

- Preschool reading and readiness programs
- Outreach to day care centres
- Training for early years educators
- Children's centres of excellence
- Improved collections

Families and Adults in Need

Some neighbourhoods have higher than desired complex social problems. Our Endowment Fund will provide special support for children, youth, and adults who need that additional help in their literacy and whose creative talents have not been released:

- English can be fun
- Reading and homework help
- Homework support clubs
- After hours study halls
- Off site exhibitions and showcasing our collections
- Adult Literacy
- The Bookmobile Program

Cultural Services and Heritage

Our library resources need to be expanded and changed so that individuals of various cultures feel welcomed and valued in our branches:

- Story time in various languages
- Cultural programs in various languages
- World Literature Author series
- Book clubs and Literacy Programs
- Multicultural collections

An endowment fund of \$20,000,000 will generate annual earnings that will be spent exclusively on these and other innovative programs that our city needs but cannot be funded through our traditional annual grants.

Conclusion

In conclusion, this is just a summary of the comprehensive strategic planning and needs assessments that have taken place by the outstanding volunteers and staff of the Toronto Public Library. We present this to you for your consideration and feedback.

The Toronto Public Library Foundation

The Toronto Public Library Foundation was established in 1997 to support and enhance collections, facilities, technology and educational programs at Toronto Public Library. The Foundation's mandate is to work with the Library to help it achieve a level of service that would not otherwise be possible. The Foundation is an autonomous organization and can receive both endowment and expendable funds from private sources to fund specific Library programs, events or collections. Since its inception the Toronto Public Library Foundation has raised more than \$8 million.