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Engaging Toronto's Diverse Communities – In the City and Our Neighbourhoods

Encourage participation in city life

- ◆ Developed the Library's role as community hub with space for residents and community groups to meet, study and engage with others; increased efficiency and access to public space in the Library for community groups through centralized room bookings
- ◆ Partnered in City-wide celebrations and events, including Black History, and Asian Heritage months, Holocaust Education Week and cultural celebrations including Luminato
- ◆ Engaged residents in the culture and history of their local neighbourhoods through local history collections in print and online, commemorative plaques and displays, and anniversary celebrations and community walks
- ◆ Promoted civic engagement through programs creating awareness of City issues, consultations on library service directions and infrastructure projects, and City and Library budgets

Promote greater participation in library programs and services

- ◆ Built relevant and popular collections in a broad range of formats, including graphic novels, ebooks and e-audio reading with browsing collections to support literacy, lifelong learning, recreational and the joy of reading
- ◆ Supported equity of access through increased accessibility of library services and programs for persons with disabilities in compliance with the Access for Ontarians with Disabilities Act
- ◆ Improved customer service in library branches through self-service, longer open hours at 21 branches, user education and roving to support users when help is required, and improved facility design to support collection use, individual and group study and access to programs and technology
- ◆ Increased awareness and participation of library service among Toronto residents through targeted registration campaigns
- ◆ Created awareness of library services through communications incorporating traditional and social media channels, including Facebook, twitter, and email marketing

Results	2008	2011	% Increase (since 2008)
Circulation	29,800,619	33,252,235	11.6%
Visits	16,175,595	19,064,857	17.9%
Programs offered through partnerships with community groups and agencies	5,721	6,119	7.0%
Attendance	149,209	176,761	18.5%
Standard Reference Information Requests	2,019,100	2,362,985	17.0%
Registration	33,632	35,260	4.8%
Room Bookings	5,926	7,368*	24.3%

*Centralized Room Bookings completed in 2011.

Support Toronto's children in developing early reading skills

- ◆ Expanded *Ready for Reading*, a comprehensive suite of collections and programs to foster reading readiness in children from birth to five years of age and *KidsStops*, an early literacy initiative at four renovated branches
- ◆ Delivered Kindergarten Outreach to young families through welcome packages at all kindergarten classes
- ◆ Delivered Grade Four Outreach to engage newly independent readers and build reading skills
- ◆ Delivered the TD Summer Reading Club, an annual national reading campaign to engage children to build literacy skills and develop a love of reading through the summer months
- ◆ Expanded Dial-A-Story to reflect the diversity of Toronto's children in 14 languages, including stories in Urdu, Guarati, Russian and Korean

Results	2008	2011	% Increase (since 2008)
TD Summer Reading Club Registration	33,632	35,260	4.8%
TD Summer Reading Club Programs	1,081	1,338	23.8%
TD Summer Reading Club Program Attendance	46,401	51,901	11.9%
Kindergarten Outreach	42,780	47,916	12.0%
Children's Programs	6,647	6,999	5.3%
Children Program Attendance	220,381	241,466	9.6%
Ready for Reading Programs	(2009) 5,319	5,970	(since 2009) 12.2%
Ready for Reading Program Attendance	(2009) 145,966	165,700	(since 2009) 13.5%

Support youth in their educational achievement as a foundation for success

- ◆ Supported Toronto's youth in building information literacy skills through the High School Outreach campaign delivered to through the Toronto District and Toronto Catholic District school boards with emphasis on reaching all schools in thirteen priority neighbourhoods
- ◆ Introduced programs to support youth in gaining media literacy skills at the Studio at Northern District Library, a partnership with the Delise Youth Centre and at the Kennedy Pro-Tech Media Lab with Tropicana and the anticipated S.P.O.T at Malvern and introduced gaming as a component of library programs
- ◆ Promoted the joy of reading as an enriching life skill through the Word Out! youth Summer Reading Club delivered online
- ◆ Provided homework and study support to youth through a number of successful partnerships, including newcomer homework clubs with Citizenship and Immigration Canada, St. Christopher's House and other partnerships
- ◆ Reconfigured library space to address the needs of youth with Teen Zones, computers and study seating
- ◆ Through the Transitional Intervention Program for Suspended Students sponsored by the Toronto Catholic District School board, provided at-risk youth with opportunities to engage with the Library and promote the space as a supportive local resource

Engage our youth in ways that are meaningful to them, with emphasis on leadership skills and social integration

- ◆ Offered high-quality volunteer opportunity through Youth Advisory Groups and volunteer opportunities in children's programs reading support and events

Results	2008	2011	% Increase (since 2008)
Youth Programs Offered	2,799	3,848	37.5%
Youth Program Attendance	59,555	89,859	50.9%
High School Outreach (since 2008)	Visits: 93,241	Cards issued: 13,899	
Word Out! Youth Summer Reading Club	843	1,253	48.6%
Youth Volunteers	2,103	2,818	34.0%
YAG Volunteers	1,013	1,454	43.5%

Enhance older adults' quality of life and access to lifelong learning

- ◆ Built collections, services and programs for older adults focusing on lifelong learning and culture, media literacy, volunteerism, health promotion and active living with community partners to address Toronto's aging population

Results	2008	2011	% Increase (since 2008)
Seniors Programs Offered	524	888	69.5%
Seniors Program Attendance	9,141	15,655	71.3%

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Addressing the Growing Income Gap

Address the needs of vulnerable individuals and neighbourhoods, working in partnerships with others

- Supported the resilience of Toronto communities and residents in the economic downturn through access to collections, online resources, study and meeting space, and broadband internet access, services that address the needs of residents engaged in skills upgrading, starting a small business job seekers, and families seeking access to affordable cultural programs. Between 2008 and 2009, circulation increased by 5% and visits by 8.5%
- Participated in the City's neighbourhood-based networks and service partnerships and targeted investment to support priority neighbourhoods
- Partnered with Toronto Employment and Social Services in the Investing in Families initiative to encourage library use and support residents transitioning from social assistance to employment
- Assisted newcomers through the Library's Settlement Partnerships program, in support of Citizenship and Immigration Canada's goal of welcoming communities with settlement services and related programs. This program is now offered in 19 branches throughout the City

Focus on supporting literacy and educational goals for adults

- Supported adults in gaining literacy skills through the adult literacy program and literacy and ESL collections in branches throughout the City and user education programs focusing on accessing online resources

Results	2008	2011	% Increase (since 2008)
User Education Programs	2,298	2,741	19.3%
User Education Attendance	13,029	15,987	22.7%
Adult Literacy Learners	225	320	42.2%
Adult Literacy Program Volunteers	195	340	74.4%
Adult Literacy Program Volunteer Hours	15,600	19,040	22.1%
Investing in Families	Registration Kits: 2,473		
Library Settlement Partnerships (2008-2011)	Served 82,515 newcomers	Information & Referral: 38,727	Attendance at Related Programs: 43,788
Active Volunteers	2,724	3,738	37.2%
Active Volunteer Hours	97,301	101,031	3.8%

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Expanding Access to Technology and Online Services – Our Lives in Digital Times

Create an outstanding virtual library

- ♦ A new Library website was launched in 2010 integrating the catalogue of library materials, program and library information through a powerful search engine making searching library resources easier. The website improved self service features, including managing your account and placing holds, and incorporated new features requested by customers including books cover and reviews. Ongoing review of customer suggestions has improved the usability and efficiency of the website; Find Your Way pages on the website efficiently guide users to high demand areas of interest, including job and employment help, newcomer services and recommended reading
- ♦ Expanded the use of social media to promote library services and programs to new audiences leveraging community networks

Ensure access to technology for all

- ♦ Broadband internet access is provided in all branches. A multi-year project begun in 2010, and to be completed in 2013, will increase bandwidth for all branches across the City
- ♦ In 2008 and 2009, wireless internet access was implemented in all branches. Wireless service is an efficient method of connecting users with laptops, notebooks and mobile devices to library services and programs
- ♦ Improvements were made to computer workstations in Library branches through hardware and software upgrades and the usability of the Reserve-A-Computer booking software
- ♦ In 2009, laptop lending was introduced at Jane/Sheppard branch for customers to borrow and use in the Library
- ♦ Improved customer service to remote users through the evolution of Answerline from quick information service to include support virtual library and e-content users
- ♦ Invested in staff development to support users with technology and customer service
- ♦ Online registration to allow users to sign up for virtual services, including access to ebooks and licensed databases was not achieved; online fines payment is planned for 2012

Build virtual content

- ♦ New digital content was added to the Library website in a number of areas:
 - Over 20,000 digitized items from the Library's special collections, including books, manuscripts, photographs, and atlases
 - Ebooks and e-audio collections were expanded, including both information and popular titles
 - New electronic database to address a broad range of information needs was added, including dictionaries, music databases, test databases and directories
 - Videos, blogs related to library service and programs

Results	2008	2011	% Increase (since 2008)
Virtual Visits*	20,607,614	23,403,526	13.6%
*In 2011, 747,147 website visits were access on mobile devices			
Wireless Use	562,454	2,526,757	349.2%
Number of eTitles Available for Circulation including books, audio and video increased	14,128	28,837	104.1%
Download (eTitles) Circulation	80,432	523,276	550.6%

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Supporting Creativity and Culture

Support City-wide and local cultural expression

- ◆ Access was provided to a broad range of cultural resources, including collections and programs and exhibits online and in branches throughout the City; new and expanded programs included:
 - ◆ Keep Toronto Reading Festival and One Book Community Read
 - ◆ The Human Library project designed to promote dialogue, reduce prejudices, encourage understanding and engage diverse communities
 - ◆ Eh List Programs featuring Canadian authors
 - ◆ Make Some Noise concerts highlighting local music collections
 - ◆ The Art Exhibit Program, which allows local artists to showcase their work in branches. It was expanded to 14 branches
- ◆ Delivered high-quality cultural programs in partnership with major cultural institutions including the Stratford Festival, Art Gallery of Ontario, Royal Ontario Museum, Canadian Opera Company, Soulpepper, Shaw Festival and CanStage
- ◆ Participated in Culture Days, a national event that celebrates Canadian art and cultural life in local communities run by volunteers with the support of media partners like the CBC, Globe and Mail and St. Joseph Communications
- ◆ Partnered in high-profile literary and cultural events in the City, including the Toronto Book Awards, Nuit Blanche, Luminato and the Toronto Star Short Story Contest

Build the Library's role in providing original and accessible cultural programming

- ◆ The Sun Life Financial Museum + Arts Pass (MAP) was launched providing free access to cultural venues across the City and related cultural programs offered in Library branches
- ◆ The opening of the Bram and Bluma Appel Salon positioned the Toronto Reference Library as a major cultural destination in the City with signature programming featuring high-profile Torontonians and authors including Umberto Eco, Jeffrey Eugenides, Alexander McCall Smith, Karen Kain, Ron Maclean, Randy Bachman and Margaret Trudeau. The Bram and Bluma Appel Salon achieves self sufficiency through revenue generation from rentals and events

Results	2008	2011	% Increase (since 2008)
Adult Programs	3,216	5,589	73.8%
Adult Program Attendance	51,066	105,697	107.0%
MAP Passes	21,041	94,693	350.0%
Bram and Bluma Appel Salon	(2009) 3,330	13,175	(since 2009) 295.6%

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Supporting a Sustainable Library

Promote environmentally sustainable practices

- ◆ Invested in improvement projects to increase the sustainability of the Library's infrastructure leveraging Federal Infrastructure Stimulus Funding and the Re-vitalize Capital Campaign for the Toronto Reference Library; capital renovations included the Toronto Reference Library and 12 branches that were renovated; several branches received awards or recognition for the quality of the design
- ◆ Reduced the State of Good Repair backlog by 10%. Renovation and state of good repair projects were completed to ensure that buildings reflect current and future customer and community needs and feature accessible, high-quality and flexible public space
- ◆ Established a Green Strategy Task Group to promote green office practices, including reducing printing, eliminating bottled water at Library-sponsored events, and green procurement
- ◆ Participated in waste diversion and reduced energy use to address City targets

Engage in leadership and advocacy for the essential role of the public library in the community

- ◆ Advocated for improved access to e-content in public libraries with Canadian Urban Libraries Council, a critical service issue for public libraries

Ensure sustainability of the budget, staff resources and infrastructure

Budget:

- ◆ Diversified revenue sources to support service delivery with funding raised by the Toronto Public Library Foundation
- ◆ Sustained partnerships to support the delivery of library service including Citizenship and Immigration Canada, Ontario Ministry of Culture and Service Ontario
- ◆ Participated in the City's Core Service Review conducted by KPMG, the Toronto Public Library Efficiency Study by DPRA and the Service Efficiency Study, including Facilities Management, Real Estate and Fleet Management as well as conducting an internal efficiency review using Lean Six Sigma techniques resulting in process improvements

Staff Resources:

- ◆ Invested in staff development to support excellent and efficient public service including:
 - Diversity in the Workplace
 - Violence Prevention and Response, including lock down procedures and violence prevention courses
 - Accessibility for Ontarians with Disabilities Act and requirement for public sector organizations
 - Community development, community mapping needs assessments and outreach
 - Social media and blogging
 - Access to technology, including ebooks and e-content
 - Lean Six Sigma Methodology

Infrastructure:

- ◆ Invested in self service technology at 42 branches with automated sorters at two locations (North York Central and Cedarbrae) to increase the efficiency of library operations

Results	2008	2011	% Increase (since 2008)
Staff Training Sessions	125	256	104.8%
Staff Training Attendance	2,651	4,076	53.8%