

Toronto Public Library 2009 Strategic Plan Workplan

THEME ONE: ENGAGING DIVERSE COMMUNITIES – IN THE CITY AND IN ITS NEIGHBOURHOODS

Encourage participation in city life

Project Description

- Launch the Toronto Reference Library events space
- Review the allocation of Library space balancing the needs of community groups, agencies and individuals
- Offer programs at local branches which provide information on community issues and events
- Participate with Heritage Toronto to place plaques at local libraries and to offer programs celebrating the history of the city and its neighbourhoods
- Partnering with the City to develop strategies that encourage civic engagement among residents

Promote Greater Participation in Library Programs and Services

Project Description

- Extend open hours on Sundays by offering more locations, extended hours and a longer season, through the implementation of Phase Two of the Vision for Open Hours (2009 operating budget request) and weekdays through the expansion of self-serve check-out
- Develop a new communications platform for Toronto Public Library targeting services and messages to specific groups of users; develop consistent messages for use online and in Library branches; utilize the Library's extensive network of partners to promote services
- Improve the Library branch experience through enhanced signage and way finding, impromptu programming and events, displays of Library collections, and improved readers advisory
- Review policies and procedures to eliminate barriers for at risk populations and people with disabilities (ensure compliance with Accessibility Standards for Customer Service, Ontario Regulation 429/07)
- Launch registration campaigns to address priority audiences –preschool, middle years, youth and seniors – using both online registration and traditional methods
- Introduce online access to program information and online registration for Library programs and events
- Develop strategies to provide services to developmentally delayed adults

Support Toronto's Children in Early Reading Skills

Project Description

- Develop a comprehensive Ready for Reading outreach strategy to take the program into the community with translated materials and programs in convenient locations for caregivers including work places
- Expand KidsStop interactive literacy centres to designated Library branches (Thorncliffe and Brentwood) with further expansion in future years
- Add video elements to enhance Ready for Reading support materials on KidsSpace, the children's website by including demonstrations of story times, finger puppets and songs (dependent on additional funding)

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THEME ONE: ENGAGING DIVERSE COMMUNITIES – IN THE CITY AND IN ITS NEIGHBOURHOODS

Support educational achievement for youth as a foundation for future success

Project Description

Offer an enriched after school environment for children and youth with increased programming, additional homework support and programs to develop leadership skills with emphasis on priority neighbourhoods (dependent on additional funding). Offer support for after school programs in local branches and in the community

Partner with schools to promote electronic resources, print resources and research skills as valuable supports to education

Encourage secondary school teachers and students to use Library resources through class visits and research seminars

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

Project Description

Evaluate the pilot of the teen summer reading club and incorporate recommendations into the 2009 program

Expand interactive elements on RAMP, the teen website to blogs and online forums

Continue to support Youth Advisory Groups at 40 locations, and volunteer and employment opportunities for over 1,500 youth

Development of youth focused spaces at Kennedy/Eglinton and Malvern branches

Enhance Older Adults' Quality of Life and Quest for Lifelong Learning

Project Description

Create a comprehensive service plan for older active adults building and promoting collections, developing programs and supporting volunteer opportunities

Develop an adult advisory group pilot to advise on program development

Review home Library service and strategies to serve older adults

Performance Measures	Focus
Library registration	Preschool, Youth, Active Adults
Library use per capita	
Visits	
Branches offering Sunday service	
Programs offered	Preschool, Youth, Adult
Program attendance	Preschool, Youth, Adult
Volunteers	Adult, youth
Library website use	

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THEME TWO: ADDRESSING THE GROWING INCOME GAP – TOWARDS A CITY OF OPPORTUNITY SHARED BY ALL

Address the needs of vulnerable individuals and neighbourhoods in partnership with others

Project Description

Expand open hours in branches across the city for a safe community destination
Provide facility renovations and upgrades through the capital program to create strong neighbourhood cores: re-open Kennedy Eglinton with Pro-Tech Media Lab and build a youth centre at Malvern
Continue to support Neighbourhood Action Teams
Ensure Library participation in the Local Immigration Partnership implementation
Ensure Kindergarten and High School Outreach Programs reach 100% of schools in priority neighbourhoods
Expand existing partnerships to provide access to more individuals and neighbourhoods, e.g., delivering the Walk into Health pedometer lending program at ten new branches

Focus on supporting literacy and educational goals for adults

Project Description

Support welcoming communities for newcomers through the expansion of the Library Settlement Partnership and related programs to 19 branches; offer programs, in partnership which address the needs of local residents
Enhance collections to support accreditation, employment, settlement and language skills (dependent on additional funding)
Implement recommendations resulting from a comprehensive review of literacy and ESL program to meet the needs of different groups of learners
Expand and develop partnerships to reach at risk groups who are not regular Library users, e.g., Literacy through Hip Hop

Performance Measures	Focus
Co- sponsored programs offered	Targeted Neighbourhoods
Literacy Programs offered	
ESL classes offered	
Capital renovations completed	Targeted Neighbourhoods
Capital state-of good repair projects completed	Targeted Neighbourhoods
Library website use	

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THEME THREE: EXPANDING ACCESS TO TECHNOLOGY AND ONLINE SERVICES - OUR LIVES IN DIGITAL TIMES

Create an outstanding virtual library branch

Project Description

Launch the redesigned Library's website with a highly effective search engine to improve access to Library collections and services

Enhance the Library catalogue to provide better functionality to Library users

Ensure access to technology for all

Project Description

Develop a comprehensive plan to expand wireless, increase bandwidth, and introduce a laptop lending pilot program and how to offer access to other technologies including gaming, portable devices

Create a Youth Media Centre at Kennedy Eglinton, Malvern and other locations

Incorporate web 2.0 technology into user education to offer learning tools on line

Build virtual content

Project Description

Expand access to online content including books, music and videos

Expand access to digital content including books, music and videos featuring content from the Library's special collections, e.g., Baldwin Room early Canadian history materials

Use new media to reach audiences through social networking sites and other emerging technologies

Develop an interactive e-communications broadcast program using vehicles such as newsletters, evites and publications delivered directly to customers via email, mobile devices and other digital media

Performance Measures	Focus
Virtual Visits	
Virtual Visits per capita	
Annual Computer Workstation Uses per capita	
Number of Public Access Workstations per 100,000 population	
Locations with wireless access	
User education sessions	Adults/Older Adults
Library website use	
Digitized pages	

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THEME FOUR: SUPPORTING CREATIVITY AND CULTURE – PARTICIPATION AND ACCESS AT THE CITY AND NEIGHBOURHOOD LEVEL

Support city-wide and local cultural expression

Project Description
Launch the new event space at the Toronto Reference Library with engaging, high-profile and partnered Library programs
Build the Library's profile as a literary destination in the city through Keep Toronto Reading, One City – One Book in April and the Toronto Book Awards
Expand the role of branch libraries as destinations for cultural programming and events including partnerships with the city, e.g., Nuit Blanche, Luminato and at the branch level, for example, the ArtStart project with Lakeshore Arts and other partnerships with the local art groups
Sustain the Library's collections budget at \$17.4 million and allocate funds to support strategic priorities; evaluate outcomes of pilot projects to improve in branch access to materials and provide direction for the future
Provide access to cultural attractions in the city through effective partnerships including the Sun Life Museum and Arts Pass

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

Project Description
Promote availability of display spaces in branches for local artists through the new policy
Make Library programs available online through podcasts, webcasts and other digital multi-media formats (e.g., audio, video, digitized exhibits, etc.)
Develop and promote programs that feature local Toronto-based writers, artists and musicians
Build outdoor space to extend the Library into the community including reading gardens at Downsview, Jane/Sheppard and Cedarbrae branches
Build dynamic partnerships to deliver cultural programs, e.g., a partnership with the Miami-Dade Library and Toronto Storytellers school to host the festival

Performance Measures	Focus
Adult Programs Offered	Adult
Keep Toronto Reading. Programs Offered	
Adult Program Attendance	
Visits	
Circulation	
Circulation turnover	
Materials spending per capita	
Library website use	

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THEME FIVE: SUPPORTING A SUSTAINABLE LIBRARY

Promote Environmentally Sustainable Practices

Project Description

Develop a green strategy for the Library to address buildings and systems, energy consumption, waste diversion and recycling

Implement an e-communications program to reduce paper-based publications

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

Project Description

Partner with the Canadian Urban Libraries Council, Canadian Library Association, Ontario Library Association and the Federation of Ontario Public Libraries to advocate on issues of importance to the library community

Sponsor and host a conference on the Library's Role in Literacy in the new event space

Ensure Sustainability in the Budget

Project Description

Develop a Board advocacy campaign with emphasis on achieving state of good repair and self-serve investment goals, expansion of Library open hours in support of place-based services and preserving the materials budget

Partner with the Toronto Public Library Foundation on the capital campaign for Toronto Reference Library and fundraising priorities identified by the Library

Work with the Federation of Ontario Public Libraries to enhance support for the public library sector

Ensure Sustainability of Staff Resources

Project Description

Successfully negotiate a new collective agreement

Strengthen the staff training and development program with emphasis on key services areas including preschool, youth, seniors and community outreach, new policies and new technologies including web 2.0 and information resources

Support a diverse and inclusive workplace through a comprehensive diversity plan

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THEME FIVE: SUPPORTING A SUSTAINABLE LIBRARY

Ensure Sustainability of Infrastructure

Project Description

Incorporate "green" standards and materials into new capital projects

Complete capital projects/state of good repair, including the re-opening of the Toronto Reference Library event space, Bloor Gladstone, Thorncliffe, Kennedy/ Eglinton and Jane/Sheppard

Begin renovations on Brentwood and the first and second floors of the Toronto Reference Library and continue construction at Cedarbrae

Begin consultation on West Waterfront and Scarborough Centre

Performance Measure	Focus
Staff Training sessions offered	Outreach, community
Open Hours per capita	
Capital projects completed	
Percentage of capital budget expended	