

# 2015 Work Plan – Strategic Plan

A decorative graphic consisting of several overlapping, curved lines in various colors (blue, orange, green, purple) that arch over the text below.

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Read. Learn. Create. Deliver.

TORONTO PUBLIC LIBRARY

STRATEGIC PLAN 2012-2015

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## 2015 Work Plan

**The 2015 Work Plan aligns and supports City of Toronto strategies including:**

**Poverty Reduction Strategy City of Toronto**

<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=de8f727e05c79410VgnVCM10000071d60f89RCRD>

**Raising the Village: Measuring the Wellbeing of Children and Families in Toronto**

[https://www1.toronto.ca/City%20Of%20Toonto/Children%27s%20Services/Files/pdf/R/raising\\_the\\_village-part\\_1\\_developing\\_shared\\_outcomes-full\\_report\\_2013.pdf](https://www1.toronto.ca/City%20Of%20Toonto/Children%27s%20Services/Files/pdf/R/raising_the_village-part_1_developing_shared_outcomes-full_report_2013.pdf)

**Toronto Middle Childhood Strategy**

<http://www.toronto.ca/legdocs/mmis/2012/cd/bgrd/backgroundfile-50756.pdf>

**Toronto Newcomer Strategy**

<http://www.toronto.ca/legdocs/mmis/2013/cd/bgrd/backgroundfile-55333.pdf>

**Toronto Seniors Strategy**

<http://www1.toronto.ca/City%20Of%20Toronto/Social%20Development,%20Finance%20&%20Administration/Shared%20Content/Seniors/PDFs/seniors-strategy-fullreport.pdf>

**Toronto Strong Neighbourhoods Strategy 2020**

<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=42653745ba9a9410VgnVCM10000071d60f89RCRD>

**Toronto Youth Equity Strategy**

<http://www1.toronto.ca/City%20Of%20Toronto/Social%20Development,%20Finance%20&%20Administration/Attachment%201%20-%20TYES%20Creative%20Report.pdf>

## 2015 Work Plan

<b>R E A D</b>	
<b>Goal: Build the Library's digital and e-collections, and co-created content. Advocate for equal access to all digital content for public libraries.</b>	
<b>Expand access to e-content</b> <ul style="list-style-type: none"> <li>• Improve website access to e-content</li> <li>• Expand access to new e-resources, including French and other languages</li> <li>• Promote e-content to reach new audiences through demonstrations and outreach promotions <ul style="list-style-type: none"> <li>• Digitize items from special collections</li> </ul> </li> </ul>	
<b>Advocate for access to e-content in public libraries</b> <ul style="list-style-type: none"> <li>• Continue the Library Board's advocacy for improved access to e-content at reasonable terms in partnership with other libraries and organizations</li> </ul>	
<b>Expand access to co-created content</b> <ul style="list-style-type: none"> <li>• Launch the interactive online Poetry Map featuring poets and poems from Toronto neighbourhoods and communities</li> <li>• Create a digital history of Toronto, with the Toronto Project, through narrative documentaries and other innovative projects (funding from the Toronto Public Library Foundation)</li> </ul>	
<b>Goal: Champion the joy of reading and connect readers, authors and creators</b>	
<b>Grow membership to support use of collections and services</b> <ul style="list-style-type: none"> <li>• Launch the 100 Reasons Campaign to broaden awareness and usage of services to current, lapsed and non-users of the Library</li> <li>• Offer a fines forgiveness program for children and youth in branches serving the Toronto Strong Neighbourhoods Strategy 2020 Neighbourhood Improvement Areas</li> <li>• Build targeted collections such as Best Bets and Research and Reference collections (funding from the Toronto Public Library Foundation)</li> <li>• Deliver the TD Summer Reading Club nationally and in Toronto (funding from the Toronto Public Library Foundation)</li> </ul>	
<b>Capitalize on international, city and community events to engage readers and create opportunities for interaction and discussion</b> <ul style="list-style-type: none"> <li>• Celebrate the 2015 Pan Am and Parapan American Games with programs across the city (with partial funding from the Toronto Public Library Foundation)</li> <li>• Celebrate the 50th anniversary of Toronto City Hall</li> <li>• Participate in the 2015 celebration of 400 years of French presence in Ontario</li> </ul>	
<b>Build new web presence for parents, children and caregivers to communicate the joy and value of reading</b> <ul style="list-style-type: none"> <li>• Develop website for the Ready for Reading age group (birth – 5 years)</li> </ul>	
<b>Enhance access to collections and services for persons with disabilities</b> <ul style="list-style-type: none"> <li>• Support the newly created Centre for Equitable Library Access (CELA) and access to the collection of alternative format books and online resources</li> <li>• Add new equipment in branches across the city, including scanners, touch screen monitors and closed circuit televisions, and improve accessibility</li> <li>• Add closed captioning to library videos on the website</li> </ul>	

## 2015 Work Plan

R E A D
<b>Build communities of readers in library branches and communities throughout the city</b> <ul style="list-style-type: none"> <li>• Support Special Collections to ensure long-term sustainability and create awareness through events, including an annual lecture (funding from the Toronto Public Library Foundation)</li> <li>• Offer innovative library programs, e.g. St. Michael's Hospital Reach Out and Read program for parents and caregivers</li> </ul>
<b>Goal: Support readers in building print literacy skills as an essential foundation for future achievement, especially for children at critical stages in their development</b>
<b>Revise the Ready for Reading services and programs building on strengths</b> <ul style="list-style-type: none"> <li>• Increase Ready for Reading collection, website use, and program attendance</li> </ul>
<b>Expand access to after school programs for children and youth</b> <ul style="list-style-type: none"> <li>• Offer Leading to Reading for school-age children at 39 branches (funding from the Toronto Public Library Foundation)</li> <li>• Build library card registration through Kindergarten and Grade Four outreach and target vulnerable communities (funding from the Toronto Public Library Foundation)</li> <li>• Conduct eight Family Literacy workshops (funding from the Toronto Public Library Foundation)</li> <li>• Offer Pop-up Learning Labs (portable technology labs for children)</li> <li>• Launch Discovery Zones: reading, learning and creative spaces</li> <li>• Provide access to homework help and an enriched after school time environment, including After-School Recreation Care (ARC) at the Mimico Branch</li> </ul>
<b>Engage youth in literacy and reading</b> <ul style="list-style-type: none"> <li>• Deliver the Word Out teen summer reading program (funding from the Toronto Public Library Foundation)</li> <li>• Offer school support through Youth Hubs at the Centennial and Sanderson branches and introduce new hubs at Cedarbrae and York Woods branches (funding the Toronto Public Library Foundation and the City of Toronto Poverty Reduction Strategy)</li> <li>• Support youth through restorative justice programming such as the Storybook Parents program for incarcerated youth; expand to include literacy support, and to include newly released youth in partnership with the John Howard Society and the Elizabeth Fry Society</li> <li>• With city partners, investigate positive alternatives to banning youth for violations of Toronto Public Library's Rules of Conduct to support their continued inclusion and participation in library activities; begin with a pilot at the Cedarbrae Branch</li> <li>• Support youth creativity through <i>Young Voices</i> magazine featuring teen writing and visual art (funding from the Toronto Public Library Foundation)</li> </ul>

## 2015 Work Plan

<b>LEARN</b>	
<b>Goal: Provide easy access to the world's knowledge through collections in a range of formats, including information about Toronto's economy, history, communities and culture</b>	
<b>Increase use of targeted collections through merchandising, promotion and analysis of use</b>	<ul style="list-style-type: none"> <li>• Develop a plan for merchandising library collections in branches and through the Library's online and social media channels</li> </ul>
<b>Build innovative online learning resources in partnership with Toronto's communities</b>	<ul style="list-style-type: none"> <li>• Investigate building a print and/or digital Chinese history archive at the Toronto Reference Library as a model for the development of multicultural history archives with local communities</li> <li>• Digitize local history collections from a range of branches</li> </ul>
<b>Goal: Enable self-directed learning and skills development to support Torontonians through all life's stages and journeys, including transitions from home to school, school to work, work to second careers, and retirement – supporting a better quality of life</b>	
<b>Expand access to technology training, through partnerships</b>	<ul style="list-style-type: none"> <li>• Offer customer/partner content creation technology events for expert collaboration to expand access to library resources</li> <li>• Provide new online content to support self-directed learning and skills development</li> </ul>
<b>Address the needs of targeted learners, including children in the middle years and seniors</b>	<ul style="list-style-type: none"> <li>• Provide Thought Exchange programs for the "constantly curious" to target older adults and all who are interested in lifelong learning</li> </ul>
<b>Support job seekers in finding employment through skills development, the job search process and networking opportunities</b>	<ul style="list-style-type: none"> <li>• Support newcomers and cultural communities with employment searches; explore opportunities to partner with the Toronto Region Immigrant Employment Council (TRIEC) and Professional Immigrant Networks (PINs)</li> <li>• Offer Immigrant Meet-ups to support employment searches and job creation through the Library Settlement Partnerships (LSP) program</li> <li>• Participate in job fairs in Toronto Strong Neighbourhoods Strategy 2020 neighbourhoods to create opportunities for local youth</li> </ul>
<b>Provide a self-directed learning tool to support high school students</b>	<ul style="list-style-type: none"> <li>• Offer the High School Outreach program with an emphasis on Toronto Strong Neighbourhoods Strategy 2020 neighbourhoods</li> </ul>
<b>Goal: Help learners of all ages to build information and digital literacy skills to access and use technology and information successfully</b>	
<b>Explore ways to support the development of information and digital literacy skills</b>	<ul style="list-style-type: none"> <li>• Create quality digital programs for youth, children, seniors and families to support leadership, digital literacy and critical thinking skills development for all ages</li> </ul>
<b>Support Toronto's aging population in gaining digital skills</b>	<ul style="list-style-type: none"> <li>• Develop educational programs for seniors to increase ability to access information, collections and services online, including electronic literacy programs on Internet awareness, safety, and mobile devices</li> </ul>

## 2015 Work Plan

### LEARN

**Offer high-quality lifelong learning programs that engage existing, and new audiences, and support learning through experiential and interactive opportunities**

- Offer business and finance programs and collections to support the development of financial literacy skills for individuals of all ages
  - Launch a Personal Finance Campaign at branches across the city with continued emphasis on programs that deliver quality information from experts
  - Continue Business Inc., in partnership with the Toronto Business Development Centre (funding from the Toronto Public Library Foundation)
  - Expand Small Business Networking to two additional branches, continue Small Business Month programs, and Entrepreneur in Residence (funding from the Toronto Public Library Foundation)
  - Develop a partnership with Enterprise Toronto and offer Business Advisors at branches
  - Provide accessible cultural and lifelong learning programs on topics, including books, music, film, theatre, history, and science
  - June Callwood Lecture Series on social justice issues (funding from the Toronto Public Library Foundation)

## 2015 Work Plan

C R E A T E
<b>Goal: Incorporate new and emerging technologies into virtual library services, and make them available anywhere/anytime</b>
<b>Improve access to library services and programs through online self-service options</b> <ul style="list-style-type: none"> <li>• Offer new features to support virtual and branch users, including             <ul style="list-style-type: none"> <li>• New platform for My Account/Login with mobile friendly/responsive design</li> <li>• Online card renewal and advance notification of card expiry</li> </ul> </li> </ul>
<b>Goal: Animate library branches with inspired architecture and design, wired work spaces and audience-focused zones that accommodate collaborative work, co-creation and independent study</b>
<b>Revitalize the branch infrastructure through a robust ten-year capital program and complete projects in the 2015 capital budget</b> <ul style="list-style-type: none"> <li>• Open new Scarborough Civic Centre Branch</li> <li>• Major renovation at St. Clair/Silverthorn Branch</li> <li>• Launch community driven and capital campaigns for Centennial Branch, North York Central Library, exterior revitalization of Northern District Branch, conservation of Yorkville Branch front entrance</li> <li>• Add enhancements to the Toronto Reference Library (funding from the Toronto Public Library Foundation)</li> <li>• Review delivery service, replace Bookmobile and home delivery vehicles, and enhance collections in Toronto Strong Neighbourhoods Strategy 2020 neighbourhoods (funding from the Toronto Public Library Foundation)</li> <li>• Technology improvements that include             <ul style="list-style-type: none"> <li>• Upgrade wireless in all branches to respond to user demand</li> <li>• Add 20 laptops for Toronto Reference Library and 10 for North York Central Library for research and content creation (funding from the Toronto Public Library Foundation)</li> </ul> </li> <li>• Equip the TD Gallery at the Toronto Reference Library with the capacity for content creation (funding from the Toronto Public Library Foundation) that includes interactive touch screen panels, equipment for video capture, editing and output, closed captioning; and innovative programs to enhance the gallery experience</li> </ul>
<b>Support innovation and creativity with library spaces and activities to engage residents of all ages</b> (funding from the Toronto Public Library Foundation) <ul style="list-style-type: none"> <li>• Expand the number of KidsStops to include Scarborough Civic Centre Branch for 2015 and planning for several other branches</li> </ul>
<b>Goal: Promote and provide pathways to Toronto's culture through resources, services and programming</b>
<b>Offer high-quality cultural programs and special events and features to provide access to affordable cultural opportunities throughout the city</b> <p>Sample initiatives include</p> <ul style="list-style-type: none"> <li>• Opera and concert broadcasts, local music programs featuring jazz and classical musicians, film programs in conjunction with the Toronto Film Festival or the Hot Docs Festival</li> <li>• Great Book series lecture offered during Seniors' Month</li> <li>• Bram &amp; Bluma Appel Salon programming, including award-winning and emerging authors (funding from the Toronto Public Library Foundation)</li> <li>• Human Library program</li> <li>• The Sun Life Financial Museum &amp; Arts Passes (MAP) and create awareness through outreach (funding from the Toronto Public Library Foundation) increasing access for high needs and vulnerable populations</li> </ul>



## 2015 Work Plan

<b>D E L I V E R</b>	
<b>Goal: Support the Toronto Public Library Foundation, in achieving ambitious fundraising goals to enhance service</b>	
<b>Support fundraising and sponsorship opportunities to enhance the branch infrastructure and library collections, services and programs</b>	
<ul style="list-style-type: none"> <li>Support the Toronto Public Library Foundation in achieving the 2015 Fundraising Priorities approved by the Library Board <a href="http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2014/nov17/11_1.pdf">http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2014/nov17/11_1.pdf</a></li> </ul>	
<b>Goal: Partner to support service delivery and to improve services while keeping costs down</b>	
<b>Support good governance, decision making and leadership by the Library Board</b>	
<ul style="list-style-type: none"> <li>Under leadership of the Library Board, implement a strategic planning process for 2016 – 2019, to ensure responsive library service and to support Toronto city directions</li> <li>Hold consultation on the Strategic Plan and capital renovations in the 31 Neighbourhood Improvement Areas and branches</li> <li>Provide orientation for new Library Board members to support good governance and inclusive decision making</li> <li>Support inclusive library services and programs for marginalized, homeless and aboriginal populations in cooperation with city service providers (funding from the Toronto Public Library Foundation)</li> </ul>	
<b>Align and support key city strategies including the Toronto Strong Neighbourhoods Strategy 2020</b>	
<ul style="list-style-type: none"> <li>Use Toronto Neighbourhood Equity Scores as a framework for reviewing branch hours, collections, services, and partnership development</li> <li>Engage city residents in the greening conversation through programs and collections (funding from the Toronto Public Library Foundation)</li> <li>Participate in the City of Toronto's Facilities and Shared Services Review</li> </ul>	
<b>Consider opportunities for partnerships with the city</b>	
<ul style="list-style-type: none"> <li>Establish a joint Toronto Public Health / Toronto Public Library service within the Library to provide health information and health promotion programs in Toronto Strong Neighbourhoods Strategy 2020 neighbourhoods and in branches throughout the city</li> </ul>	
<b>Develop key partnerships to increase access to city and library services</b>	
<ul style="list-style-type: none"> <li>Offer the Artist in Residence program at branches with funding from the Toronto Arts Council</li> </ul>	
<b>Goal: Diversify revenue streams to support sustainable library services</b>	
<b>Build and evaluate new revenue streams including</b>	
<ul style="list-style-type: none"> <li>Results of the pilot project to buy books from the public</li> <li>Facility rentals and leasing</li> <li>Donations</li> <li>Book sales</li> <li>Support the Toronto Public Library Foundation in its fundraising efforts</li> </ul>	
<b>Goal: Provide easy access to helpful, expert staff who understand how residents want to access and use information and equip staff with technology, skills and training to support users, to innovate and evolve services, and to deliver those services how, when and where Torontonians need them</b>	
<b>Reinforce Toronto Public Library as a leader in the library sector through a strong staff development program</b>	
<ul style="list-style-type: none"> <li>Advance service innovation and excellence by networking and learning from benchmark libraries and professional colleagues locally and internationally</li> <li>Provide a comprehensive staff training and development program to support excellence in public service</li> </ul>	



## 2015 Work Plan

DELIVER
<ul style="list-style-type: none"> <li>• Develop and launch a core curriculum to build and leverage the professional skills of librarians in key areas, including technology, health (with additional funding from the Foundation), program development</li> <li>• Continue to provide diversity training to support an inclusive service and work environment</li> <li>• Provide initiatives which support succession planning</li> <li>• Partner with the Canadian Mental Health Association to support services to persons living with mental illness</li> <li>• Negotiate a new collective agreement for Toronto Public Library with CUPE Local 4948</li> </ul>
<p><b>Foster a culture of innovation</b></p> <ul style="list-style-type: none"> <li>• Offer Generating Ideas, a speaker series about fostering a culture of innovation and experimentation</li> <li>• Introduce one new Digital Innovation Hub in a Toronto Strong Neighbourhoods Strategy 2020 branch Scarborough Civic Centre Branch (funding from the Toronto Public Library Foundation)</li> <li>• Update the Service Delivery Model to offer new self-service options online and in community locations</li> <li>• Re-envision Learning Centres with new courses and programs for the public that support digital literacy</li> </ul>
<p><b>Goal: Understand community needs for access to library branches, valued community infrastructure, and integrate new models for hours and service</b></p>
<p><b>Develop and communicate capital and operating budget priorities resulting in reinvestment opportunities for the Library</b></p> <ul style="list-style-type: none"> <li>• Refresh the Toronto Public Library website with a visual redesign and a responsive mobile website</li> <li>• Advance major capital projects, including the Multi-Branch Renovation Program and accessibility <ul style="list-style-type: none"> <li>• Design and begin St. Clair/Silverthorn Branch renovation</li> <li>• Plan the Wychwood Branch renovation</li> </ul> </li> </ul>
<p><b>Review and update the Library Board's plan for open hours</b></p>
<p><b>Develop a registration outreach program for targeted groups and communities</b></p> <ul style="list-style-type: none"> <li>• Pilot online registration for programs, e.g. the TD Summer Reading Club, and outreach events to reach target audiences</li> </ul>
<p><b>Goal: Adopt accepted benchmarks, targets and performance measures to support continuous improvements to service excellence and operational efficiency</b></p>
<p><b>Increase the efficiency and effectiveness of library operations</b></p> <ul style="list-style-type: none"> <li>• Support a culture of evidence-based decision making through a Business Intelligence Project; implementation of a Governance and Centre of Excellence Model and year one deliverables from a road map</li> <li>• Automate data collection beginning with the introduction of an automated People Counting System to understand usage</li> </ul>