

Strategic Plan 2012-2015 Achievements



Read. Learn. Create. Deliver.

TORONTO PUBLIC LIBRARY

STRATEGIC PLAN 2012-2015



Strategic Plan 2012-2015 Achievements

Overview Key Performance Indicators						
	2012	2013	2014	2015	% change (2014-2015)	% change (2012-2015)
Activity (use) per capita	35.2	35.0	35.7	36.1	1.0%	2.6%
Library Operating Cost per Capita (<i>OMBI PLIB901</i>)	\$58.89	\$60.76	\$60.03	n/a	n/a	1.9% 2012-2014
Library Operating Cost per Use (<i>OMBI PLIB305T</i>)	\$1.96	\$2.04	\$1.98	n/a	n/a	1.0% 2012-2014
Registered card holders as a percentage of the population	50.8%	46.2%	47.4%	47.0%	-0.9%	-7.4%
Percentage of residents reporting a high satisfaction with Library services	92%	92%	92%	95%	3.0%	3.0%

Strategic Plan 2012-2015 Achievements

READ				
Key Performance Indicators				
	2014	2015	% change (2014-2015)	% change (2012-2015)
Titles added (<i>CULC Additions</i>)	69,641	66,895	-3.9%	-9.1%
Percentage of collection in electronic format	3.0%	5.8%	2.8%	4.2%
Circulation	32,034,795	32,505,963	1.5%	1.5%
Circulation per capita	11.4	11.5	0.8%	-1.6%
Collection turnover rate (circulating collection)	5.3	5.4	2.4%	2.3%
Percentage of circulation from electronic items	10.9%	13.5%	2.6%	10.2%

READ
Grow a City of Readers: Foster literacy and a love of reading as a first priority; support readers of all ages in improving print literacy skills and in discovering great stories and books
TPL Advocates for Fair eBook Pricing
<ul style="list-style-type: none"> ♦ TPL played a leading role in the Canadian Public Libraries for Fair eBook Pricing Campaign, in collaboration with the Canadian Library Association, the Canadian Urban Libraries Council, the Ontario Library Association, the Nova Scotia Library Association, the Federation of Ontario Public Libraries, and several Canadian libraries: <ul style="list-style-type: none"> ○ In December 2015, Penguin Random House introduced a more flexible pricing model: lower prices and permanent licenses ○ Advocacy is focused on encouraging other multinational publishers to follow Penguin Random House's lead http://www.fairpricingforlibraries.org/ ○ Strong awareness raised with 30+ media stories in Canada and the U.S.; 22,500 visits to the website
Access to eContent Expanded
<ul style="list-style-type: none"> ♦ Phenomenal growth in the use of digital content through the addition of digital magazines (Zinio), music, films and television (Hoopla), and eBook content in other languages (OverDrive and MaBibliNumérique): <ul style="list-style-type: none"> ○ OverDrive, the most popular service, grew from 11,500 titles in 2012 to 100,285 titles in 2015, an increase of 772.0% ○ TPL was the global leader in OverDrive circulation in 2014 and 2015 http://company.overdrive.com/news/record-number-of-libraries-surpass-one-million-ebook-and-audiobook-checkouts-in-2015/ ♦ New Digital Content Services <ul style="list-style-type: none"> ○ Lynda.com, an eLearning resource, added in 2015 ○ Graphic books added in 2015 ○ MaBibliNumérique introduced in 2015 featuring French-language eBooks for adults, youth and children from Quebec, Franco-Canadian and some European publishers. ○ Hoopla Digital, with streamed and downloadable music and videos, added in 2014 (291,910 circulations, 2014-15) ○ Children's and teen OverDrive sites launched in 2014

Strategic Plan 2012-2015 Achievements

READ

- Zinio eMagazines added in 2013 to provide free access to popular digital magazine titles, including titles in French, Chinese, Spanish, Italian and other languages (1,905,530 circulations, 2013-15)
- Naxos Music Library added in 2013 (112,757 sessions, 1,130,708 tracks played, 2013-15)
- ◆ Toronto Poetry Map, an interactive map to explore the city's geography through poems, launched in April 2015:
 - Designed by TPL and the Canadian Poet Laureate George Elliot Clarke
 - 200 poems, 200 city locations, 100 poets
 - Received the 2015 Best Poster Presentation Award in June 2015 at the Canadian Library Association National Forum in Ottawa
 - Literary Map of Toronto, an interactive map exploring Toronto's neighbourhoods through literature, was launched in 2014 and won the Minister's Award for Innovation
- ◆ 29,456 items added from 2012-15 to the Digital Archive from Special Collections and other departments and branches including:
 - Toronto Star Archive (10,000 images digitized from the more than one million photographs donated in 2014)
 - Osborne Collection of Early Children's Books
 - North York Central Library, Canadiana Department (includes archival items donated by North York Historical Society in 2015); Toronto Reference Library, Humanities and Social Sciences Department; selected branch local history collections; and Toronto Public Library Archives
- ◆ Virtual exhibits included A Passion for History: The Legacy of James Bain (2012); Flight: A Thrilling History of an Idea (2013); Dreaming Big: Toronto's Waterfront – 1852 to Tomorrow (2014); and Toronto's Sporting Past (2015) (182,357 visits, 2012-15)
- ◆ Find Your Way to Local History and Genealogy launched February 2012 to expand what was formerly available on Historicity: Toronto Then and Now
<http://www.torontopubliclibrary.ca/history-genealogy/>
- ◆ Youryongestreet Project launched in Fall 2013 to provide a living history of Toronto through an interactive online exhibit of people, places and events along Yonge Street (2,364 visits in 2014-2015)
<http://omeka.tppls.ca/virtual-exhibits-contribute/exhibits/show/youryongestreet>

Programs and Services to Foster Literacy and the Joy of Reading

- ◆ Literary programs offered increased 7.5% from 2014-15, with a 9.7% increase in attendance
- ◆ Literacy programs offered increased 13.5% from 2014-15, with a 9.1% increase in attendance
- ◆ Eh List Canadian author series included authors Joseph Boyden, Frances Itani, Linden MacIntyre, Sean Michaels, and Kathleen Winter:
 - 188 programs, 12,398 attendees from 2012-2015
 - From 2014-15, 13.6% increase in programs offered, 21.9% increase in attendance

For Children

- ◆ Expansion of the Ready for Reading initiative for parents, caregivers, educators and children from birth to five years included:
 - Accompanying guide, *Let's Get Ready for Reading*, published in 2012; recipient of the Minister's Award for Innovation in 2014; 200,000 guides printed, with 167,750 distributed by 2015
 - Ready for Reading website on track for 2016 implementation **Ongoing**

Strategic Plan 2012-2015 Achievements

READ

- ♦ Partnership established with St. Michael's Hospital to offer the Reach Out and Read program for parents and caregivers to help create literacy rich home environments through the distribution of Ready for Reading kits at first well-child checkups, 4,100 children reached. Partnerships with St. Joseph's Hospital and the Ontario College of Family Physicians are in development **Ongoing**
- ♦ In 2014, TPL developed a Middle Childhood Framework to support the City of Toronto Middle Childhood Strategy. Library programs, services, and spaces for school age children are being developed to foster creativity, support critical thinking, and inspire self-directed learning. This is a new direction for TPL in providing services for children ages 6-12. Initiatives include:
 - After School Clubs with learning opportunities, including Makey Makey, Lego, and Stop Motion Animation workshops offered in 42 branches in 2015 (1,095 sessions, 15,574 attendees, 2015)
 - Summer camps, piloted in 2015, featured robotics, coding, and magic (6 camps, 96 attendees)
 - After School Recreation Centre introduced at Mimico Centennial Branch, in partnership with Parks, Forestry and Recreation
 - Discovery Zones, with the first Zone to open at Fairview Branch in Spring 2016 **Ongoing**
 - *Superbrain: The Insider's Guide to Getting Smart* created by TPL and published by Annick Press in 2015
- ♦ Grade 4 Outreach, supported by donation from the Friends of the Library:
 - Developed a new outreach package, *Operation Super Sleuth*, in Fall 2014, to encourage library card registration and visits to the Library
 - During the 2014-15 school year, 27,536 students received the new package during a class visit
- ♦ TPL continued to lead development of the national TD Summer Reading Club (TD SRC) on behalf of 2,000 participating public libraries, in partnership with Library and Archives Canada, and with financial support from TD Bank Group:
 - From 2012-15, registration for the Toronto TD SRC increased 24.4%; activities increased 77.3%, with a 6.1% increase in attendance
 - TD SRC website experienced a 64% increase in visits, attributable to the development of features that promote online engagement including: user generated content, availability of an online notebook to track reading, and instant access to a set of preloaded eBooks
 - Program rebranded with rollout planned for 2016 www.tdsummerreadingclub.ca
- ♦ Leading to Reading, which pairs children in grades 1-6 with volunteers to build literacy skills and discover the joy of reading, offered in 39 branches from 2012-15:
 - Average annual attendance for 2012-2015 was 738 volunteers, 865 children

For Youth

- ♦ Storybook Parents program, a family literacy initiative that helps currently incarcerated and recently released men and women and their children to develop literacy skills, create stronger family bonds and reduce recidivism, expanded to new sites: Toronto Bail Program, and Toronto South Detention Centre Partnership development with the John Howard Society is in progress (70+ incarcerated individuals, 99 children, 2012-15) **Ongoing**
- ♦ The Word Out summer reading program, supported by TD Bank, engaged youth across Toronto with an online focus

Support for Accessible Services

- ♦ TPL supported the Centre for Equitable Library Access (CELA) launch in 2014. In 2015, TPL promoted the CELA collection, which included downloadable audiobooks for customers with print disabilities

Strategic Plan 2012-2015 Achievements

READ
<ul style="list-style-type: none"> ♦ International Board on Books for Young People (IBBY) Collection of Outstanding Books for Young People with Disabilities found a new home in the North York Central Library's Children's Department in 2014. Presentations, reaching 858 individuals, were conducted at the Bologna Book Fair, Japan Foundation, and the Ontario Library Association
Participation in International, City and Community Events
<ul style="list-style-type: none"> ♦ 400 years of French presence in Ontario celebrated in 2015 with programs that included Franco-Ontarian writer Gaston Tremblay as the Writer in Residence at Toronto Reference Library ♦ 50th anniversary of Toronto City Hall observed with a new website (33,303 page views, 2,633 visitors), and an open house on September 13, 2015 at City Hall; an exhibit highlighted the winners and other entrants of the 1958 international open competition to design the new building http://omeka.tpcls.ca/virtual-exhibits/exhibits/show/torontocityhall ♦ 100th anniversary of Bloor/Gladstone Branch acknowledged with author visits, community historical walking tours, and an all-day celebration on October 23, 2013, 100 years to the day of the branch's original opening ♦ 100th anniversary of Weston Branch celebrated on November 22, 2014; the Pages of Weston History Project created in partnership with the Weston Historical Society. http://omeka.tpcls.ca/omeka_weston/ ♦ 25th anniversary of North York Central Library highlighted with booklet, <i>Historical Walking Tour of North York Centre: Celebrating the 25th Anniversary of North York Central Library, 1987-2012</i>; produced in partnership with North York Historical Society, North York Community Preservation Panel, and Gibson House Museum http://heritagetoronto.org/historical-walking-tour-of-north-york-centre-celebrating-the-25th-anniversary-of-north-york-central-library-1987-2012/ ♦ 100th anniversary of the start of World War I commemorated in 2014 through programs and displays, including the exhibit, Four Families, One War, at the Toronto Reference Library TD Gallery (2,629 attendees) http://omeka.tpcls.ca/virtual-exhibits/exhibits/show/torontocityhall ♦ War of 1812 bicentennial celebrated in partnership with Heritage Toronto at three branches with the lecture series, The War of 1812 in Your Neighbourhood; exhibits created for the Toronto Reference Library TD Gallery and the TPL website http://www.torontopubliclibrary.ca/ve/war-stories/ ♦ Lillian H. Smith Story Project created for the branch's 20th anniversary in October 2015; residents encouraged to contribute their memories and photos to preserve the stories of the branch and the neighbourhood http://omeka.tpcls.ca/virtual-exhibits/exhibits/show/story-project
Initiatives to Support the Toronto Poverty Reduction Strategy
<ul style="list-style-type: none"> ♦ Fines Forgiveness Campaign introduced in May 2015 to restore access to borrowing for blocked cardholders: <ul style="list-style-type: none"> ○ 3,144 customers participated and borrowed 142,760 items ○ 88% of campaign activity focused on reaching residents in the Neighbourhood Improvement Areas

Strategic Plan 2012-2015 Achievements

LEARN				
Key Performance Indicators				
	2014	2015	% change (2014-2015)	% change (2012-2015)
Size of circulating non-fiction physical collection	2,084,031	2,049,948	-1.6%	-4.8%
Total non-fiction physical circulation per capita	2.1	2.1	0.5%	-10.2%
Information requests	7,092,634	7,112,665	0.3%	-3.1%
Number of user education / computer programs offered	2,729	3,076	12.7%	100.9%
User education / computer program attendance	42,742	43,742	2.3%	217.1%
Available branch seating	8,844	8,934	1.0%	1.9%

LEARN
Develop a City of Learners: Support lifelong learning as fundamental to economic prosperity, social cohesion, and civic engagement
Self-directed Learning and Skills Development through Partnerships
<ul style="list-style-type: none"> ♦ Partnerships established and programs delivered on topics of interest to seniors including: <ul style="list-style-type: none"> ○ User Education programs, such as Internet Safety for Seniors, Cyber Seniors, and a suite of Microsoft Office and web resource programs (1,137 programs, 10,296 attendees; 145.8% increase in programs from 2012-15, 151.7% increase in attendance) ○ Four Internet safety programs with Toronto Police and Toronto Fire, in partnership with BASSIC (Bringing an Awareness of Senior Safety Issues to the Community) in 2014 ○ Health lectures in partnership with Baycrest (22 lectures, 2,111 attendees from 2012-15), the Toronto Rehabilitation Institute, and the Centre for Addiction and Mental Health (CAMH) ○ From 2012-15, 4,630 seniors programs offered with 83,234 attendees; programs increased 149.3% from 661 programs to 1,648; attendance increased 94.7% ♦ Partnerships created with post-secondary institutions, including Ryerson University, University of Toronto, and the University of Waterloo, to provide community-based learning programs for students ♦ Thought Exchange lectures provided on topics ranging from literature, history and contemporary issues to science, medicine and the arts, while offering direct access to some of Toronto's top thinkers and creators including Kerry Stratton, conductor and radio host, and Rick Phillips of Sound Advice (377 programs, 20,566 attendees from 2012-15) ♦ In 2015, the High School Outreach program, which promotes teen collections, programs and services and teaches students to use electronic resources, increased the number of students reached by 10.3% and card registrations by 113.5%, over 2014. From 2012-15, the number of library card registrations increased 176.5%; priority is given to students in Neighbourhood Improvement Areas
Employment Services
<ul style="list-style-type: none"> ♦ TPL partnered with community agencies and community groups including Midaynta Community Services, Yorkdale Learning Centre, Engineering Connections, University of Toronto Scarborough, Toronto District School Board, Rotman School of Business Management, Services d'emploi francophone de Toronto, and the City of Toronto to deliver programs supporting job seekers:

Strategic Plan 2012-2015 Achievements

LEARN

- Toronto Reference Library hosted annual career information and employment fairs beginning in 2012, in partnership with the City (5,000+ attendees from 2012-15)
- North York Central Library, in partnership with Toronto Employment and Social Services (TESS), hosted annual employment fairs (nearly 3,300 attendees from 2012-15)

Health Promotion

- ◆ Programs delivered in partnership with Toronto Public Health were expanded in 2015 and included the Healthiest Babies Possible program at 34 branches, 28 of which were located in Neighbourhood Improvement Areas (732 client visits in 2015)
- ◆ Partnered with Toronto Public Health to bring Your Health Matters programs and displays in 10 branches serving high-needs communities
- ◆ With a \$200,000 donation over three years from the Krembil Foundation, an inaugural lecture was delivered by Dr. Chris Eliasmith; additional branch programming and staff training on health issues was enabled

Information and Digital Literacy Skills Development for Learners of All Ages

- ◆ lynda.com added in 2015 to offer 3,500+ video tutorial courses on web design, software development, photography, business skills, project management, 3D+ animation, graphic design audio, music, and video editing
- ◆ Book a Librarian sessions increased 7.9% from 2014-15, with 38.2% of sessions focusing on eContent and devices and 37.2% focusing on computer basics and Microsoft Office; sessions increased 58.2% from 2012-15
- ◆ Equipment for Pop-Up Learning Labs (PULLs) purchased in 2015 to offer digital learning opportunities for all ages and increase access to technology (to be rolled out in 2016)
- ◆ Library Settlement Partnerships (LSP):
 - Workers provided information and referral service to 44,006 newcomers, 2012-15
 - 65,293 newcomers participated in LSP programs and group activities, 2012-15
 - An evaluation of the LSP program, conducted from June 2013 to January 2014 by an external evaluator, concluded that the program enhances the settlement and integration process for newcomers; clients rated the LSP program very highly for access, ease of use and value of service
- ◆ Exhibits at the Toronto Reference Library TD Gallery included: Royal Fanfare (2012); Adventures with Sherlock Holmes (2013); Magnetic North (2014); and Audubon's Birds of America (2015) (13 exhibits, 47,395 attendees, 2012-15)

Personal Finance

- ◆ Personal Finance programs introduced since 2013 including:
 - Expansion of Income Tax Clinics for Low Income Earners program
 - Development and expansion of Planning for Retirement on a Low Income, offered in partnership with John Stapleton of Open Policy Ontario
 - Development of strategic partnerships to offer programs with expert speakers included Chartered Professional Accountants of Canada (CPAC), and Rotman School of Management
 - 330 programs, 9,178 attendees from 2013-15

Small Business

- ◆ Supported small business and entrepreneurship, with a special emphasis on Small Business Month in October:
 - Business Inc. program (978 attendees at 23 orientation sessions, 184 sessions at 23 branches, 479 attendees accepted into the program from 2012-15)

Strategic Plan 2012-2015 Achievements

LEARN

- Entrepreneur in Residence program launched in 2012 with entrepreneurs Miriam Tuerk (2012), Jean Chow (2013), Sunny Verma (2014) and Mike Brcic (2015); topics included Lean Start Ups, and Crowd Funding (18 programs, 922 attendees, 100 one-on-one consultations from 2012-15)
- Partnerships developed to deliver programs with WorkInCulture, Connect Legal, Futurepreneur, and other organizations
- Small Business Networking events expanded from the original Toronto Reference Library location to North York Central Library, Agincourt, Bloor/Gladstone, and Fairview branches in 2014 (38 sessions, 763 attendees in 2014; 50 sessions, 1,168 attendees in 2015)

Initiatives to Support the Toronto Poverty Reduction Strategy

- ◆ Youth Hubs for youth ages 13-19 expanded to Cedarbrae and York Woods branches in 2015, with continued operation at Centennial and Sanderson branches. Partnership with York University provided the four Hubs with teacher candidates for tutoring support (7,040 youth visits, 744 volunteer visits across the four Hubs in 2015)

Strategic Plan 2012-2015 Achievements

CREATE				
Key Performance Indicators				
	2014	2015	% change (2014-2015)	% change (2012-2015)
Virtual visits per capita	10.7	11.1	3.6%	16.8%
Percentage of visits from mobile devices	15.0%	16.4%	1.4%	n/a
Workstation user sessions	6,537,260	6,692,409	2.4%	9.0%
Wireless sessions	2,328,664	3,227,441	38.6%	116.1%
Number of cultural programs offered	7,261	8,681	19.6%	n/a
Cultural program attendance	189,024	207,672	9.9%	n/a

CREATE
Catalyze and Connect a City of Innovators, Entrepreneurs and Creators: Position Torontonians to succeed in a global knowledge economy
Revitalization of Branch Infrastructure
<p>New Branches</p> <ul style="list-style-type: none"> ♦ Scarborough Civic Centre Branch: TPL's 100th branch, opened in May 2015; 4,736 people visited during opening day and 2,731 items were borrowed; branch features a KidsStop Interactive Early Literacy Centre and a Digital Innovation Hub (32 DIH formal programs in Quarters 3 & 4 of 2015, 461 attendees); Ontario Wood Works Institutional/Commercial Wood Design Award in 2015 and Ontario Association of Architects Design Excellence Award in 2016; Scarborough Civic Green funded, designed and installed ♦ Fort York Branch: Opened in May 2014; 1,251 people visited on opening day; branch features a Digital Innovation Hub (DIH) (181 DIH programs delivered during the first year of operation from June 2014 to May 2015 with 2,258 attendees; 3,012 users booked a total of 4,713 DIH workstation hours, an average of 58 users booking 90 hours per week); public art installation based on the Journals of Susannah Moodie by Charles Pachter and Margaret Atwood launched September 2014; Ontario Association of Architects Design Excellence Award in 2015; chosen as one of 11 honourable mentions in Library Journal's New Landmark Libraries competition in 2015 <p>Major Branch Renovations, State of Good Repair and Accessibility Upgrades 2012 to 2015</p> <ul style="list-style-type: none"> ♦ Agincourt Branch: Automated sorting system installed, December 2012; architect selected for renovation of second floor, children's department and main entrance. Design includes a relocated learning centre, new Digital Innovation Hub, KidsStop Interactive Early Literacy Centre and Middle Childhood Discovery Area ♦ Albion Branch: Reconstruction project with architect selected in 2013; community consultation and design completed, construction started August 2015; new building will include a KidsStop Interactive Early Literacy Centre, Middle Childhood Discovery Zone, Digital Innovation Hub, outdoor events space; won an award of merit from Canadian Architect for architectural design excellence for the Albion Branch plans December 2015 ♦ Annette Street Branch: Design and retrofit to install new entrance stairs, new service desk to improve self-service, new wall finishes and flooring to revitalize lower level meeting spaces; partially funded by Toronto Public Library Foundation fundraising efforts for the branch centenary ♦ Barbara Frum Branch: Installation of an automated sorting system and urban living room on the main floor and the creation of a new learning centre and teen zone on the second floor, completed April 2014

Strategic Plan 2012-2015 Achievements

CREATE

- ♦ **Bayview Branch:** Architect selected in 2013 for Bessarion joint use facility, which will include an expanded and re-located Bayview Branch; design for building commenced; plans for underground parking developed and funding approved
- ♦ **Brentwood Branch:** Renovation and expansion completed and branch opened November 2012; branch features a KidsStop Interactive Early Literacy Centre
- ♦ **Bridlewood Branch:** Relocated to a larger location within the Bridlewood Mall in 2012
- ♦ **Dawes Road Branch:** Review of various sites and options completed in consultation with City of Toronto and local Councillor
- ♦ **Don Mills Branch:** Interior redesign and retrofit completed in February 2014 with revitalized entrance and lobby spaces, new service desk, improved access and visibility to lower level, new wall finishes, new signage, new automated sorting system installed
- ♦ **Eatonville Branch:** Interior redesign and retrofit to replace flooring, millwork, entrance to library and meeting room to increase visibility, enhance flexible use of spaces, and install automated sorting system
- ♦ **Eglinton Square and Northern Elms branches:** Expansion at mall locations approved, architects selected and design began
- ♦ **Fairview Branch:** Renovation and expansion to introduce new theatre entrance, lobby and washroom; new library entrance with accessible access; automated sorting system; new and revitalized public services spaces on the first and second floors including KidsStop Interactive Early Literacy Centre with funding from Toronto Public Library Foundation, teen zone, urban living room, new meeting room; closed September 2012 for renovation and reopened January 2014
- ♦ **Maryvale Branch:** Expansion at the mall location approved; design to incorporate the added space completed in 2014; construction completed; space opened in January 2015
- ♦ **Mount Dennis Branch:** Renovation completed and branch reopened March 2013; includes KidsStop Interactive Early Literacy Centre with funding from Toronto Public Library Foundation and complete redesign and revitalization of all interior spaces, new outdoor reading garden and dynamic exterior contributing to streetscape and neighbourhood revitalization in a Neighbourhood Improvement Area; branch design won Toronto Urban Design Award of Excellence in 2013; Ontario Association of Architects Design Excellence Award and Michael V. and Wanda Plachta Award in 2014; Ontario Library Association Library Architectural and Design Transformation Building Award in 2015
- ♦ **North York Central Library:** Multi-year phased project for retrofit and upgrade: architect chosen, building team established, design developed; Canadiana Department to consolidate with Humanities & Social Sciences at Toronto Reference Library
- ♦ **Northern District Branch:** Phase 1 exterior revitalization completed with Section 37 funding; meeting rooms renovated in 2014 with funding from the Toronto Public Library Foundation
- ♦ **Perth/Dupont Branch:** Relocation and expansion approved for a future development at 299 Campbell Avenue
- ♦ **Richview Branch:** Renovation of lower level closed following July 2013 flood; includes redesigned children's area, new auditorium; completed and reopened June 2015
- ♦ **St. Clair/Silverthorn Branch:** Architect selected February 2015, public consultation and design completed; construction delayed due to decision to rebuild instead of renovate as a result of property condition assessment; longer approval process required
- ♦ **Spadina Road Branch:** Renovation completed, with new service desk, flooring, shelving and fixtures; branch reopened February 2014
- ♦ **Toronto Reference Library:** re:vitalize campaign completed with the opening of the Marilyn and Charles Baillie Special Collections Centre; renovation included a Writers' Room, and Digital Innovation Hub
- ♦ **Wychwood Branch:** Architect selected October 2014; public consultation regarding renovation and expansion completed November 2015 (public meeting, focus groups, class visits, one-on-one interviews, written comments, open houses, over 350 participants); design completed in 2015
- ♦ **Bookmobile:** New Bookmobile expected to arrive in Fall 2016
- ♦ **Library Processing Centre:** Relocated from Front Street to 1076 Ellesmere Avenue

Strategic Plan 2012-2015 Achievements

CREATE

Focused Zones

♦ Digital Innovation Hubs

- Three Digital Innovation Hubs with dedicated staff, workstations, 3D printers, and audio and video production equipment opened at Toronto Reference Library (February 2014); Fort York Branch (May 2014); and Scarborough Civic Centre Branch (May 2015) (662 programs, 10,890 attendees)
- The Asquith Press Book Printing Service launched at Toronto Reference Library Digital Innovation Hub in June 2014 (49 programs, 523 attendees, 2014-15)

♦ KidsStop Interactive Early Literacy Centres

- Four KidsStop Interactive Early Literacy Centres opened: Brentwood Branch (2012); Mount Dennis Branch (2013); Fairview Branch (2014); Scarborough Civic Centre Branch (2015); for a total of nine KidsStops in TPL
- North York Central Library design began in 2015
- Richview design completed for installation in March 2016

♦ S.P.O.T. (Success Power Opportunity Teamwork), an art and technology centre for youth, opened at Malvern Branch in 2013. Funding is available through the Toronto Poverty Reduction Strategy in 2016 to add a Digital Innovation Hub

- ♦ Gaming room with gaming systems opened in 2013 at North York Central Library (1,500+ attendees in 2013, 4,000+ in 2015)
- ♦ Toronto North Tool Library launched at Downsview Branch on April 30, 2015 in partnership with the Institute for a Resource-based Economy (IRBE); the first public library site for this organization

Cultural Programs to Equalize Opportunity for Torontonians

- ♦ Toronto 2015 Pan Am & Parapan Am Games celebrated in 2015 with programs in more than 70 branches, including Spectator Jams, Torch Relay events, Human Library, and Poetry Saved My Life, a Poetry Slam initiative for youth (17,000+ attendees)
- ♦ TPL partnered with World Pride 2014 to provide exhibits and 30 programs in branches across the city (1,000+ participants)
- ♦ Culture Days at The Library offered in partnership with the Neighbourhood Arts Network and Ontario Culture Days (174 activities, 6,000+ participants from 2012-15)
- ♦ Partnerships developed with cultural organizations including Toronto Symphony Orchestra, Orchestra Toronto, Canadian Opera Company, Tafelmusik, and Ballet Jorgen
- ♦ Guests appearing in the Bram and Bluma Appel Salon from 2012-15 at Toronto Reference Library included Margaret Atwood, Janet Evanovich, Jonathan Franzen, Chris Hadfield, Ben Heppner, Lawrence Hill, John Irving, Anne Marie Macdonald, Louise Penny, Kathy Reichs, and Salman Rushdie (91 programs, 34,519 attendees, 2014-15)
- ♦ Toronto Comic Arts Festival (TCAF), held annually at Toronto Reference Library and at events across the city, increased 33.3%, from 18,000 in 2012 to 24,000 in 2015
- ♦ Annual Maker Faire took place at Toronto Reference Library (8,000 attendees in November 2014; 9,000 in August 2015); rebranded as Maker Festival for the 2015 event

Strategic Plan 2012-2015 Achievements

CREATE

- ♦ TPL's first Hackathon was hosted over two days in November 2015 at Toronto Reference Library, in partnership with Open Data Toronto, Open Data Institute of Toronto, and Wellbeing Toronto. More than 50 participants, ranging in age from 12 to 75, and mentors, worked together to create concepts to improve library service
- ♦ Artists in the Library program began in 2014, in partnership with Toronto Arts Council, and featured 14 artists including author Rukhsana Khan, Puppetmongers Theatre, and Toronto Animated Image Society (115 programs, 7,000 attendees, 2014-15)
- ♦ Young Voices, a suite of programs offered annually, encourages creative expression for youth aged 12-19:
 - *Young Voices* magazine of teen writing and visual art celebrated its 50th anniversary in 2015; 15,000 copies of the magazine distributed annually through branches and outreach
 - From 2012-15, 2,292 youth submitted creative work to the magazine; 617 participated in the annual Young Voices Conference; 734 participated in 57 writing and art workshops held at branches across the city
 - E-Writer in Residence program introduced in 2013 to provide one-on-one advice to teen writers; 113 youth submitted their work for critique from 2013-15
- ♦ Programs delivered to acknowledge Canada's cultural diversity included Asian History Month (80 programs, 2,827 attendees in 2014; 64 programs, 2,077 attendees in 2015); Black History Month (76 programs, 4,041 attendees in 2014; 93 programs, 4,012 attendees in 2015)
- ♦ In 2015, National Aboriginal History Month celebrated Canada's First Nations heritage in partnership with Historica Canada, Museum of Inuit Art, National Film Board of Canada, and the Native Peoples' Centre. Highlights included author visits by Drew Haydon Taylor, Lee Maracle, Marilyn Dumont, and a panel discussion hosted by Michael Enright of CBC on the national movement No More Silence (34 programs, 1,580 attendees in 2014; 57 programs, 1,741 attendees in 2015)
- ♦ Writer in Residence program at North York Central and Toronto Reference Library included writers Austin Clarke, Farzana Doctor, Mariana Endicott, Karl Schroeder, and Alissa York (1,117 attendees, 2012-15). In 2015, TPL hosted its first Writer in Residence program with a focus on celebrating the Aboriginal experience in Canada, with Aboriginal author Cherie Dimaline (6 programs hosted, 283 attendees, 26 manuscripts reviewed)
- ♦ Joanne Fitzgerald Illustrator in Residence program launched in 2013, in collaboration with IBBY Canada (The International Board on Books for Young People) and the family of Joanne Fitzgerald, to honour the memory of the award-winning illustrator; featured illustrator Patricia Storms in 2014, and John Martz in 2015
- ♦ 312,464 Sun Life Museum + Arts passes were borrowed from 2012-15, benefitting 593,682 Torontonians:
 - Aga Khan Museum joined the program in 2015
 - Increased participation by Bata Shoe Museum and Royal Ontario Museum from 32 to 50 branches
 - A new procedure to provide barrier-free access to MAP passes for residents with disabilities

Strategic Plan 2012-2015 Achievements

DELIVER				
Key Performance Indicators				
	2014	2015	% change (2014-2015)	% change (2012-2015)
Cost per use	\$1.98	Data available late November	Data available late November	1.0% 2012-2014
Virtual visits per capita	10.7	11.1	3.6%	16.8%
Waiting list for collections (number of holds placed)	6,095,080	6,475,161	6.2%	14.7%
Number of staff training sessions	208	174	-16.3%	14.5%
Attendance at staff training sessions	3,889	3,370	-13.3%	47.0%

DELIVER
Deliver Excellent Library Service to Torontonians Efficiently and Effectively: Provide responsive services, and promote a shared sense of ownership and responsibility for the efficient use of public funds and resources with staff, service partners and the public through effective stewardship and a culture of continuous improvement
Revenue Generation Efforts Supported
<ul style="list-style-type: none"> ♦ Between 2012-15, TPL received almost \$18 million in funding from the Toronto Public Library Foundation ♦ Toronto Comic Arts Gift Shop opened in 2014 at Toronto Reference Library ♦ Five premier event rental spaces selected in 2015 to help diversify revenue streams to support a sustainable library service: Bloor/Gladstone Branch, Fort York Branch, North York Central Library, Scarborough Civic Centre Branch, Toronto Reference Library
Creation of a New Strategic Plan 2016-2019
<ul style="list-style-type: none"> ♦ Strategic Plan 2016-2019: Expanding Access. Increasing Opportunity. Building Connections developed in consultation with city residents to address resident and community needs: <ul style="list-style-type: none"> ○ Aligns with the Toronto Poverty Reduction Strategy, Toronto Strong Neighbourhoods Strategy 2020, Middle Childhood Strategy, Youth Equity Strategy, and Seniors Strategy ○ Public consultation across the city included Branch Champion focus groups, sessions in Neighbourhood Improvement Areas, Youth Champion event, stakeholder roundtables, staff focus groups and a survey; 2,200+ individuals participated in the process
Inclusive Services
<ul style="list-style-type: none"> ♦ Service provided to 7 new shelters: Beatrice House, Birkdale Residence, Ernestine's Women's Shelter, Family Residence, Massey Centre, North York Women's Shelter, Rosalie Hall (343 Bookmobile visitors, 200 children attended Storytime Outreach sessions, 76 library cards issued, 552 items checked out) ♦ Partnerships formed to support low income seniors: <ul style="list-style-type: none"> ○ Open Policy Ontario for retirement planning for LICOs (low income cut offs, Service Canada) ○ BASSIC (Bringing an Awareness of Senior Safety Issues to the Community) partners which include Toronto Police, Toronto Fire, Ministry of Transportation, Toronto Public Health, to offer programs on senior safety ○ Toronto Seniors Strategy partners included TESS (Toronto Employment and Social Services)

Strategic Plan 2012-2015 Achievements

DELIVER

- ♦ Partnered with Community Living Toronto in 2015 to develop a pilot program to provide literacy support for participants with intellectual or developmental disabilities for implementation in 2016 **Ongoing**
- ♦ Partnered with Toronto Public Health (TPH) in late 2013 on a pilot project to reach out and assist people who are homeless or have behaviours that suggest they would benefit from further support and assistance:
 - Public health nurses (PHNs), who specialize in working with vulnerable populations, provided on-site mental health services and referral at the Toronto Reference Library and the Yorkville Branch twice a week
 - 378 face-to-face interactions between nurses and customers in 2014, 184 interactions in 2015

Virtual Technologies Available Anywhere/Anytime

- ♦ Wireless sessions increased 116.1%, from 2012-15
- ♦ 20.4% increase in overall virtual visits between 2012-15 fuelled by exponential growth of eBook use and increased use of new and existing social media
- ♦ Card expiry notification for customers with email as their communication channel launched in September 2015
- ♦ Online fines payment introduced in 2013
- ♦ Email notification before due date of loaned items launched in 2012
- ♦ TPL website to be refreshed with a visual redesign; responsive, mobile friendly web pages are being phased in **Ongoing**
- ♦ Mobile Your Account set to go live in 2016 **Ongoing**
- ♦ Website for families and caregivers for children ages five and under set to go live in 2016 **Ongoing**
- ♦ Payment at checkout stations through mobile devices to be piloted in 2016 **Ongoing**

Service Efficiencies

- ♦ A Lean Six Sigma review of TPL's operations was undertaken and was used along with technology-driven initiatives to increase efficiencies, improve customer service and reduce costs, reducing by 111.5 FTEs
- ♦ *So Much More: The Economic Impact of Toronto Public Library on the City of Toronto* published in 2013; this landmark study was the first of its kind in Canada to measure the return on investment for public library service and the value provided to Toronto residents
- ♦ Self-service checkout available at all branches; check-in sorters at 13 large locations
- ♦ New sorter introduced at the Ellesmere Bibliographic Services Centre, improving customer service by eliminating backlogs (38,024 items received, sorted and delivered on average per day)
- ♦ TPL Service Delivery Model revised to provide equitable access to library services that are responsive to community and resident needs. New model provides planning guidelines and service levels for TPL's digital and branch platforms to deliver 21st century library services and is under final review for completion in Spring 2016 **Ongoing**
- ♦ Open hours increased by 162.4 hours per week from 2012-15, with a focus on standardizing schedules and increasing access within the Neighbourhood Improvement Areas to equalize service across the city
- ♦ Business Intelligence Strategy and Road Map developed to better understand user needs and usage patterns; Phase 1: Automation of visit counts across 100 branches, and Open Data Policy completed
- ♦ New revenue generation models piloted including fines and fees through an update of the Circulation Policy, advertising, and a retail affiliate program, with the rental of premier library space being the preferred model moving forward

Strategic Plan 2012-2015 Achievements

DELIVER

Staff Development

- ♦ Staff training increased steadily with total attendance rising from 2,292 staff trained in 2012, to 3,370 in 2015. Highlights included:
 - Enriched training program for librarians developed in 2015, featuring a 12-month curriculum for new librarians to begin in 2016; ongoing professional development offered for all librarians
 - Program evaluation workshops to create awareness and understanding of program evaluation (5 courses offered for staff, and two evaluation pilot projects conducted (Leading to Reading, and High School Outreach)
 - Extensive training on the Health and Safety Act of Ontario in 2014
 - Launched staff digital innovation program in 2014 to mentor, train and offer staff opportunities to learn more about and use emerging technologies