

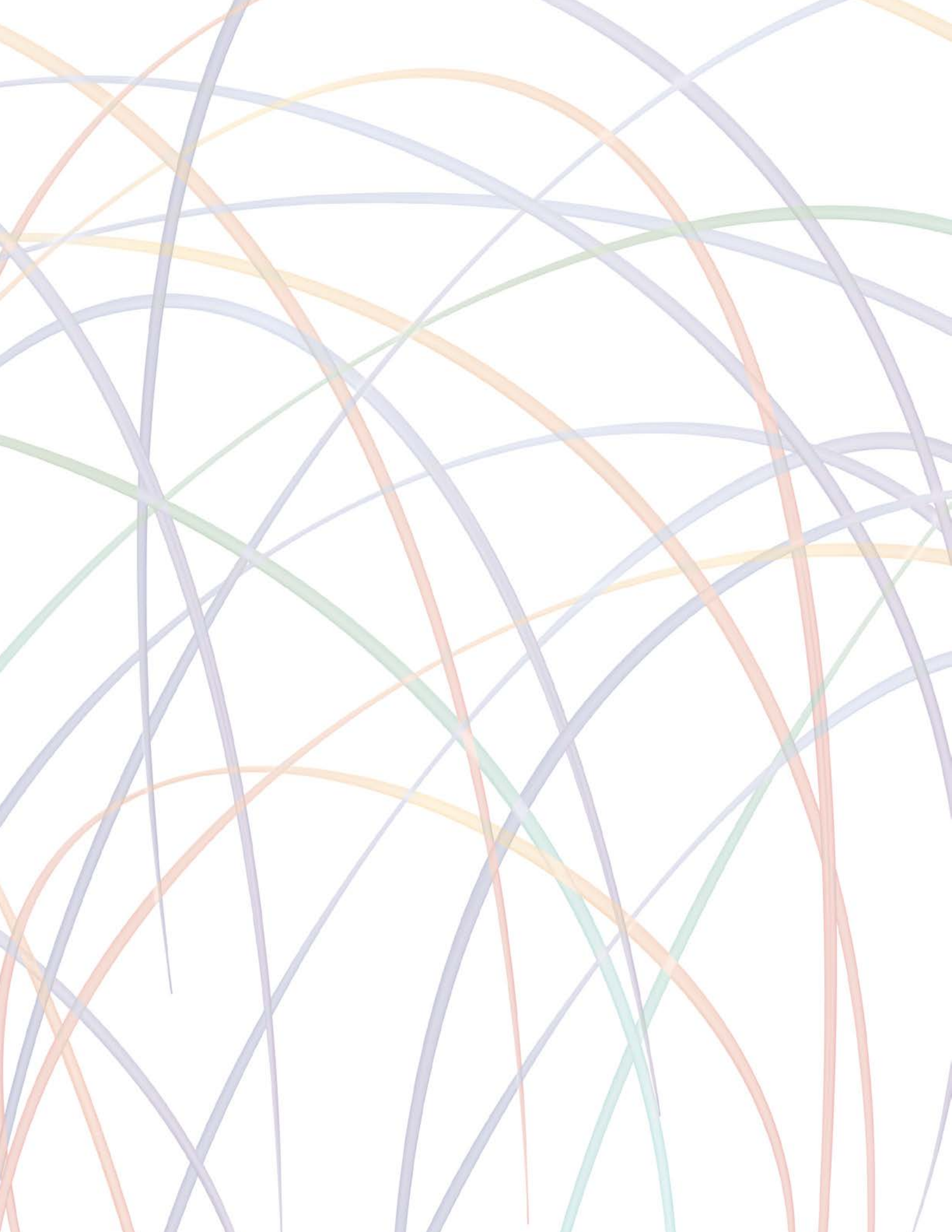


Read. Learn. Create. Deliver.

TORONTO PUBLIC LIBRARY

STRATEGIC PLAN 2012-2015





Read. Learn. Create. Deliver.

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TORONTO PUBLIC LIBRARY

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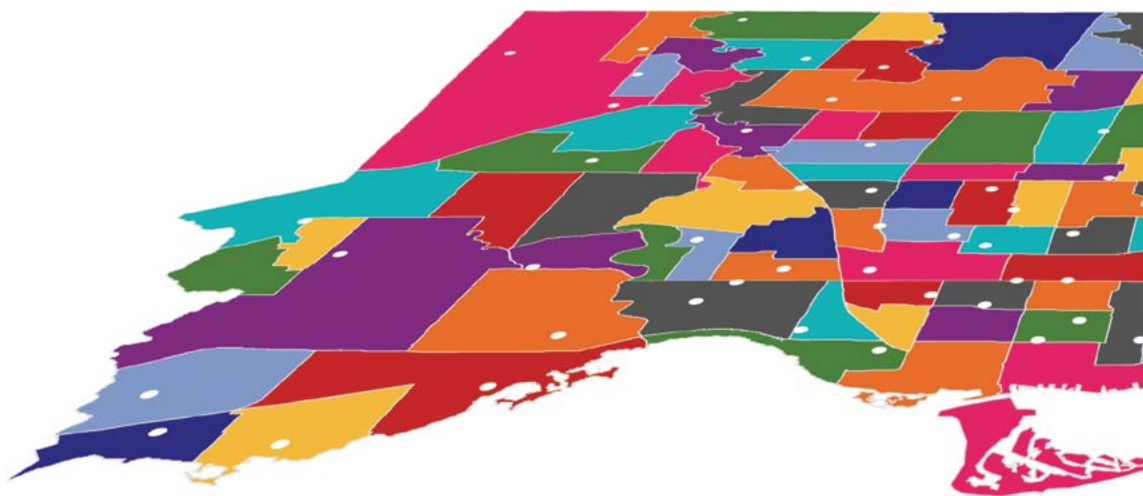
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Read. Learn. Create. Deliver.

Toronto Public Library will be recognized as the world's leading library by informing and inspiring Toronto and its communities, making us all more resilient, more knowledgeable, more connected and more successful.

TORONTO PUBLIC LIBRARY'S Strategic Plan 2012-2015 is the library's fourth strategic plan and it was developed through an extensive public consultation process, under the leadership and oversight of the Toronto Public Library Board. The plan describes how Toronto Public Library services will contribute to and enrich the economic, social and cultural life of Toronto.

The strategic plan identifies priorities for library services that are responsive, innovative, efficient and sustainable. Balancing current unmet demands with future needs, the plan will be used as a framework for decision making, supporting the management and administration of library services. It also supports development of capital and operating budgets based on an understanding

of residents' needs and priorities for library service now and in the future.

Libraries are busy places where people of all ages and backgrounds come to read, study, borrow materials, and use Wi-Fi and public computers with Internet access. They are neighbourhood hubs, offering safe and welcoming places in the community for all ages, but especially for children and youth.

Services are provided through a network of neighbourhood, district and research and reference branches. City-wide services include mobile library services, bookmobile and deposit collection services. The library's online resources further extend access to collections and services.

In 2012, there were 19 million visits to the library's 98 branches. Over 32 million items

On a typical day there are:

- almost 60,000 visits to Toronto Public Library branches and
- 50,000 visits to the Toronto Public Library website.

were borrowed and there were 26 million virtual visits to the library's website.

To develop the plan, the library undertook extensive research, including an environmental scan which analyzed demographic, economic, political and social trends in Toronto and across Canada. An internal scan considered current services, usage trends and best practices in libraries and other organizations.

The environmental scan also identified key strategies of the City of Toronto, the Province of Ontario and other service providers to determine how the library can align with these organizations and work in partnership to achieve common goals.

As a result of this process, staff developed draft priority areas and goals which were used as a framework for community consultation to understand residents' needs and priorities for library service, both now and in the future. The library's vision, mission and service values were also reviewed.

Input was sought from community partners, agencies, school boards and other education partners, from the mayor and city councillors, and from City and library staff. In 2012, more than 2,000 residents participated in the consultation process, which included in-branch and online surveys, 49 consultation sessions, 15 blog posts, and four Twitter chats. In addition, Toronto Public Library engaged a third-party market

research firm, The Strategic Counsel, to conduct a survey of Torontonians to understand their awareness and usage of and priorities for library service. See Appendix B for more details about the consultation process

The Toronto Public Library Board recognized the importance of building on the achievements of the library's Strategic Plan 2008-2011 and identified strategic areas for continued focus in the new plan. These areas include focused service development for children (6-12 years), enhanced services for older adults and seniors, continued expansion of self-service features online and in branches, and the integration of new technologies into library service delivery.

The draft priority areas and goals were then refined, incorporating the results of consultation. The Strategic Plan 2012-2015 was approved by the Board at its meeting on November 29, 2012.

The plan outlines four priority areas and 15 goals for service development and partnership development to leverage resources and improve services. Key partners include the City of Toronto, community and cultural agencies, the education sector and the Toronto Public Library Foundation. To ensure accountability, annual work plans and reports with achievements related to the strategic plan are reported to the Library Board annually and are made available on the library's website.

Approval, Measurement and Accountability

Key performance indicators and annual reports are developed and tracked each year and new measures will be introduced through this new plan.

Key Performance Indicators include:

- Activity (use) per capita
- Cost per capita
- Cost per use
- Library users as a percentage of the population
- Percentage of residents reporting high satisfaction with library services

Who uses the Library:

- 72% of Torontonians used the Library in 2012
- one in six visited at least once a week.



The Vision

Toronto Public Library will be recognized as the world's leading library by informing and inspiring Toronto and its communities, making us all more resilient, more knowledgeable, more connected and more successful.

The Mission

Toronto Public Library provides free and equitable access to services which meet the changing needs of Torontonians. The library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.



The Values

1. Equity

Accessibility, respect and fairness

2. Diversity

Valuing individual needs, experiences and differences

3. Intellectual Freedom

Guaranteeing and facilitating the free exchange of information and ideas in a democratic society, protecting intellectual freedom and respecting individuals' rights to privacy and choice

4. Innovation

Encouraging creativity, experimentation and the generation of ideas

5. Inclusion

Welcoming participation in decision-making and service development by residents and communities

6. Integrity

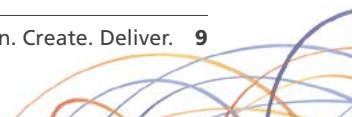
Being open, transparent and honest in all our dealings

7. Accountability

Taking responsibility for our actions and the services we provide

8. Service Orientation

Providing excellent, responsive services



PRIORITY AREAS AND GOALS



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

Goal 1: Build the library's digital and e-collections, and co-created content to expand the digital frontier and advocate for equal access to all digital content for public libraries

Goal 2: Champion the joy of reading and connect readers, authors and creators

Goal 3: Support readers in building print literacy skills as an essential foundation for future achievement, especially for children at critical stages in their development

Develop a City of Learners

Support lifelong learning as fundamental to economic prosperity, social cohesion and civic engagement

Goal 4: 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

Goal 5: 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

Goal 6: Help learners of all ages to build information and digital literacy skills to access and use technology and information successfully



Catalyze and Connect a City of Innovators, Entrepreneurs and Creators

**Position Torontonians to succeed in a
global knowledge economy**

Goal 7: Incorporate new and emerging technologies into virtual library services, and make them available anywhere, anytime

Goal 8: Animate library branches with inspired architecture and design, wired work spaces and audience-focused zones that accommodate collaborative work, co-creation and independent study

Goal 9: Promote and provide pathways to Toronto's culture through resources, services and programming

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

Goal 10: Support the Toronto Public Library Foundation in achieving ambitious fundraising goals to enhance service

Goal 11: Partner to support service delivery and to improve services while keeping costs down

Goal 12: Diversify revenue streams to support sustainable library services

Goal 13: Provide easy access to helpful, expert staff who understand how residents want to access and use information; 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

Goal 14: Understand community needs for access to library branches – valued community infrastructure – and integrate new models for hours and service

Goal 15: Adopt accepted benchmarks, targets and performance measures to support continuous improvements to service excellence and operational efficiency

1. CONTEXT AND TRENDS

THE ENVIRONMENTAL SCAN provides the context within which service will be provided over the life of the plan, and covers demographic, economic, educational, cultural, lifestyle, and technology trends. In addition, an assessment of the current state of Toronto Public Library service – including achievements, usage trends and best practices of other library systems – was also completed.

1.1 Social and Demographic Trends

Trends and Issues

- + Toronto's population is growing, aging and becoming more diverse
- + Responding to the needs of seniors is expected to have a significant impact on policy and service development in Toronto
- + Continued high levels of poverty and the growing income gap are issues for Toronto

TORONTO'S POPULATION is growing, aging and becoming more diverse. As of 2013, Toronto was North America's fourth largest city after Mexico City, New York City and Los Angeles.¹ The 2011 census recorded the city's population as 2,615,060. Toronto remains Canada's largest city and the seat of its sixth largest government.²

Toronto remains a diverse city, with higher percentages of immigrants than the rest of the Greater Toronto Area (GTA) and Hamilton (the GTA/H includes Durham, York, Peel, Halton and Hamilton) and Canada overall. One-third of immigrants in Toronto are newcomers, having arrived in Canada within the last 10 years.³

The fastest-growing age group is seniors. Toronto has a high proportion of seniors compared to other cities in the GTA; in fact,

Toronto has 49% of all seniors age 65+ in the GTA (compared to 43% of the GTA total population).⁴ By 2031, seniors are expected to make up almost one-fifth of the city's population.⁵ The number of older teens and young adults is also increasing; the 15-24 age group increased 10% between 2001 and 2011, while the number of preschool children (0-4 years) dropped slightly, by 2%, and the number of school age children dropped by approximately 10%.⁶

Between 1980 and 2005, median earnings for Toronto's full-time workers in the top income group increased more than 16% while median incomes of full-time workers in the bottom group declined close to 21%.⁷ In Toronto, 30% of all Toronto families and single-person households were living in poverty in 2010.



1.2 Education and Literacy Trends

Trends and Issues

- ✦ Recent research as well as long-term studies, show that literacy is the foundation of learning and life success and begins in early childhood
- ✦ Engaged reading and enjoyment of reading is closely linked to school and life success
- ✦ The number of adults with low literacy skills is projected to increase

EARLY LITERACY SKILLS create a solid foundation of future learning, and children who aren't "ready to read" when they start school are more likely to struggle to keep up and to continue to struggle throughout their education and life experience.⁸

Reading and playing with children in their first five years of life are essential activities that promote brain development. Early years research indicates that although most young children are capable of achieving pre-literacy skills, one child in four in Canada begins kindergarten without the skills needed to learn how to read.⁹ Reading and other nurturing activities help build early listening and speaking skills and support the development of the parts of a young child's brain that affect speech, emotions and

behaviour by nurturing emotional intelligence.

If low literacy and numeracy are not addressed before the age of 12, it is difficult to help a child catch up and the skill gap will continue into adolescence.¹⁰ This is confirmed through the results of the Ontario Secondary School Literacy Test (OSSLT), which

Literacy is the foundation of learning and life success and begins in early childhood

demonstrates that students who do not meet the appropriate literacy standard in Grade 6 are at risk of not achieving the standard required on the Grade 10 literacy test.¹¹

While being a good reader is important, research indicates that loving to read is one of the most significant factors in



academic achievement and in having a positive attitude towards learning in the teen years.¹² According to recent research by the organization People for Education, children in Ontario today are less inclined to read for pleasure. Education Quality and Accountability Office (EQAO) findings indicate that the number of children who report that they “like to read” has dropped between 15% and 25%, depending on age,

Four out of ten adults in Canada have low literacy skills, and the numbers will increase in Toronto in the next two decades

in the last 12 years.¹³ If Toronto is to establish a strong culture of reading, it is critical that children be engaged with reading from a young age so they can develop a lifelong love of reading.¹⁴

Evidence has shown that there is a “summer learning loss” among school age children, especially among children from high-needs communities, due to a lack of external opportunities and experiences, such as access to books and positive reading practices.¹⁵

Students who do not continue to read during the summer vacation are likely to struggle on their return to school.

Reading benefits go beyond success in school and the employment opportunities that that success affords. Among the benefits reported are: the chance to enhance our current social relationships and to form new ones through vicariously experiencing or talking with others about what we read; improved health and well-being; academic and cognitive benefits; and the opportunity to better understand ourselves. Reading is also associated with encouraging civic participation in society at large. It engages, stimulates and sustains from infancy to old age.¹⁶

Low adult literacy levels will impact work-force productivity and the health of the population in future years, especially among seniors.¹⁷ Among newcomers, low literacy is more prevalent, especially among immigrants whose mother tongue is neither English nor French, two-thirds of whom may be ill-equipped to function in the emerging economy.¹⁸

The eBook Revolution

- Library users under the age of 54 are much more likely to access books in electronic format than the general public;
- Users who report that they are likely to start reading ebooks in the next year see the library as a natural source;
- 52% of library visitors reported that, if they had more technical support from the library in using e-books, they would use them more;
- 28% of those using ebooks indicated that making ebooks easier to download and increasing the range of titles available would have a positive impact on their use of this service.

2012 Public and Visitor Survey, Strategic Counsel

SPOTLIGHT ON : Ebooks

EBOOKS ARE REVOLUTIONIZING the publishing and book trade industry but public libraries are challenged to provide access to a broad range of material.

Nine in 10 publishers now sell content digitally. Canadian market research statistics indicate that in the spring of 2012, 9% of Canadians (over three million people) owned ereaders or tablets,¹⁹ and this number is increasing.

Print publications are still a dominant part of the publishing market, and are expected to remain popular for the foreseeable future. Econtent holds a small but growing percentage of the market, but online options are gradually displacing the physical distribution model for books, music and videos. The ability to print whole books from digital storage has led to a new print-on-demand industry with self-serve printers being piloted in libraries and with

booksellers. The ability to print on demand has created significant efficiencies in publishing as well, because print runs can be smaller, thereby reducing the need to store large inventories.

New business models are also being developed for publishing and bookselling, and new market players are making their presence strongly felt in the traditionally stable publishing world. Dominant online businesses such as Google and Amazon are offering tremendous ease of access to print and electronic content at highly attractive prices or for free. Authors are experimenting with bypassing the traditional route to publication by using e-publishing to take their books to market, then using social media, large e-retailers and other innovative means to market their work. Although many self-published works attract limited readership, some

enjoy astonishing success.

These are just two of the trends that are forcing traditional publishers to move swiftly to address unprecedented changes in their environment.

Changes in the publishing and book trade are impacting public libraries. Currently libraries are not able to offer in econtent the same range of resources available in print. This challenge stems from many factors including publishers' wariness of selling econtent to public libraries due to impact on sales. Things are changing, however, and more and more content is becoming available as libraries and publishers work through these issues.

In addition, due to the nature of the third-party services providing access to this e-content, libraries are also challenged to make this content easily discoverable and to show it in context with all other collections.



1.3 Lifelong Learning Trends

Trends and Issues

- ✦ Lifelong learning supports a better quality of life through transitions from home to school, school to work, work to second career or retirement, and supports healthy aging
- ✦ Community-based and online learning are not widely available to Canadians who need access to courses and other supports for learning throughout life
- ✦ Access to culture and creative learning opportunities is needed to support social cohesion and strong communities

TORONTO'S FUTURE PROSPERITY depends on the strength of its learning sector and needs a range of complementary learning opportunities that meet the needs of all adult Torontonians regardless of education, age, socio-economic status or level of skills.²⁰

self-directed and lifelong learning are limited but in demand.

As noted in the City's economic growth plan for the future economic success of Toronto, specific attention must be given to the training needs of youth.²¹ Canadian cities, including Toronto, are facing a future employment shortage; it is expected that youth and newcomers will play an increasingly important role in addressing this gap.

Although Canada has a high level of secondary school graduation and participation in post secondary education compared with its international competitors, today's youth are experiencing difficulty transitioning from school to employment and may experience

Lifelong learning supports learners through life's transitions and supports a better quality of life

The lifelong learning model recognizes the importance of formal education, but emphasizes that people also learn from experience, from non-formal instruction, and through self-directed, community-based and recreational learning. In Toronto, convenient, accessible and low cost opportunities for

difficulty entering the workforce because of limited skills and experience.

Currently, newcomers are underemployed; at the same time, older workers are working longer and entering second careers, further delaying entry for newcomers and youth into full-time opportunities. In 2008, a 50-year-old worker could expect to stay in the labour force 3.5 years longer than in the mid-1990s, according to an indicator that tracks the retirement behaviour of Canadians.²²

In the past, most people's education ended with graduation from high school, apprenticeship, college or university. In the workplace, learning predominantly took place early in employment when the tasks learned would remain fairly consistent throughout a person's working life. In today's workplace, employees and new recruits are increasingly responsible for having the skills employers demand in order to "hit the ground running" when they are hired, and too often they find that they do not have these skills.²³ Job seekers now need to continue to learn and develop new skills in order to succeed.

With the need for knowledge-based skills increasingly dominating employment prospects, the responsibility for acquiring and maintaining job-related skills has transferred from the employer to the individual employee: rather than retrain employees whose skills no longer match business requirements, employers will bring in the talent they need. Employment is now dependent upon individual performance, a demonstrated willingness and ability to learn, and the ability to offer the skills needed by the employer today and in the future.²⁴

People need to balance the demands of learning with work, home and family, and they expect to be able to work, learn, and study whenever and wherever they want.²⁵

Learning experts are predicting that in the future, students will have more control over where and how they learn, using flexible and online options. They will design their own learning approach, choosing various types of content — videos, apps, games, social media tools, and more — to match their own personal learning style and pace. Games will be used as a successful tool for building collaboration and engaging students more fully in the process of learning.²⁶ As online learning options expand, access to curriculum-based resources will become more available outside of formal learning, making this type of self-directed learning a reality.

Community-based and online learning are not widely available to Canadians who need access to courses and other supports for learning throughout life

Increased access to arts and culture and creative learning opportunities builds social cohesion and contributes to safer, healthier neighbourhoods; likewise, evidence links strong communities and neighbourhoods to the presence of cultural and creative activities. People who engage in cultural activities develop lifelong skills, perform better academically, feel connected to society, and learn to express themselves as participants and future leaders.²⁷ Cultural participation during childhood and youth is the best predictor of future participation.²⁸ Older adults who participate in arts programs are likely to report better health and less disease.²⁹ Where people have the opportunity to engage in culture as creators, participators or audience members, it is likely that community members will have a stronger sense of well-being and belonging, have stronger social bonds with their fellow residents, and have greater pride in their identity and their community.



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1.4 Technology Trends

- ✦ Many Canadians have limited access to technology and an understanding of the Internet. This digital divide poses real barriers to success in a knowledge-based economy
- ✦ People of all ages are looking to develop digital literacy skills to navigate the world of information and to use a variety of technical devices
- ✦ Organizations are under pressure to stay current with new technologies and to integrate new communication and engagement channels such as social media to remain responsive and relevant to customers

ACCESS TO THE INTERNET and the ability to use technology is essential for daily life, and wireless access through mobile devices is becoming increasingly important. People are using multiple devices for work and leisure activities – these include laptops, tablets, smart phones and e-readers. The ability to use devices proficiently, both in terms of practical skills and ability to make the best use of digital and online resources, is challenging for all demographic groups. Using technology is a fundamental 21st-century skill for Canadians of all ages and digital media literacy is now a key skill in every discipline and profession – yet the digital divide is still with us. There is a

large, unmet demand for digital literacy skills, including among older adults and seniors.

Many Canadians have limited access to technology and this digital divide poses real barriers to success

In metropolitan areas such as Toronto, up to 20% of households have no Internet access, according to Statistics Canada,³⁰ and this percentage is higher among teens and older adults.³¹ Among people without the Internet at home, equipment costs and lack of confidence and skills are significant barriers.³² People without access



to email, social media and the Internet are increasingly likely to experience some level of social exclusion. Similarly, without the skills necessary to use digital technology, people face learning and employment challenges and struggle to participate fully in society.

Organizations must stay current with new technologies and integrate new social media to remain responsive and relevant to customers

Technology continues to change rapidly, challenging organizations to keep up to date and relevant. The proliferation of devices requires organizations to develop responsive websites and online service options that include adjustable display and functionality to match the device used. Users need additional support in order to be able to navigate

online services through their various devices. Organizations must also integrate current communication and engagement channels, such as social media, to remain responsive and relevant to their customers.

A strong, strategic and sustainable approach for technology-based services and organizational infrastructure will help organizations keep up with the pace of new technological developments. Cloud computing and hosted services are improving the scalability and reliability of web-based services while greatly reducing costs.³³ Online communication channels and social media networks are maturing, and the opportunities and limitations they offer for both service delivery and for building stronger relationships with customers are now better understood.

1.5 Economic Trends

Trends and Issues

- ✦ Toronto's economic outlook is positive, with high rankings for livability. However, the city must remain focused on competitiveness and future prosperity by providing continued support for the creative and cultural sector, and for small businesses and entrepreneurship
- ✦ Canada, Ontario and Toronto are in a period of fiscal restraint as the country copes with an aging population and a fiscal deficit that impacts public funding
- ✦ Increasingly, public sector organizations are required to find alternate sources of funding
- ✦ Key performance indicators need updating and new outcome measures need to be introduced to support increased transparency and accountability in the public sector

AN IMPORTANT GOAL of the City of Toronto's economic strategy³⁴ is to accelerate job creation by 20,000 jobs a year by 2018 to eliminate the gap between the city's and the nation's unemployment rate. In the longer term, Canada is expected to experience a labour shortage resulting from the exodus of boomers from the workforce and declining immigration levels. Matching skills with workforce needs will become more important as workforce shortages occur.³⁵

Creative people and a vibrant cultural life contribute to the success of economies and cities.³⁶ Technology, talent and tolerance generate economic clout, and creativity is "the decisive source of competitive advantage."³⁷ Cities that have a physical and social environment that is diverse, lively and open attract the creative class of knowledge workers, which contributes to competitiveness and prosperity. Toronto's culture industries

are a significant contributor to the local and regional economy in terms of employment, tax revenue and tourism.³⁸

The City of Toronto's *Creative Capital Gains*³⁹ report identifies the need for affordable and sustainable cultural space, increased access and opportunity for every-

Small businesses and entrepreneurship are important to Toronto's prosperity but require support to succeed

one to participate in culture, and promotion and support of the city's cultural assets and creative clusters.

Small businesses, social enterprises, start-ups and individual entrepreneurs are vital to the creative economy, and need community support to succeed. Entrepreneurs and creative workers require information, resources and business advice to transition



their ideas from concept to the marketplace. New and growing businesses need support from a strong network of organizations and agencies. Entrepreneurs need access to technology, business information and a place to work independently or in collaboration for the exploration and exchange of ideas.

Although Ontario's economy is expected to improve in 2014, government deficits will continue to impact public spending⁴⁰ and it will be more difficult for all levels of governments to fund services.

Public sector organizations face pressure to find alternate sources of funding, with municipalities across Canada struggling to close the gap between their responsibilities and their resources. Public sector organizations are expected to demonstrate a return on investment for tax dollars.

In addition, there is a heightened interest in public sector spending and the measurement and evaluation of programs to assess the value and impact that funding has on the community.

Key City of Toronto Initiatives to Foster Economic Prosperity available online at toronto.ca

- *Collaborating for Competitiveness. A Strategic Plan for Accelerating Economic Growth and Job Creation in Toronto*⁴¹
- *Creative Capital Gains: An Action Plan for Toronto*⁴²
- *Toronto Newcomer Strategy: Helping Newcomers Thrive and Prosper*⁴³
- *Toronto Strong Neighbourhoods Strategy 2020*⁴⁴

SPOTLIGHT ON : Toronto's Economy

TORONTO HAS NAVIGATED the economic challenges of recent years with greater success than many of its international counterparts because of its economic strength and diversity.⁴⁵ Still, at the beginning of the current planning cycle, the fiscal outlook in Toronto is one of restraint with modest spending growth.⁴⁶

In 2012, more than 3,400 business establishments were new to the city. Most were in the business and technical sector, which accounted for seven out of ten new establishments. Almost 35% (26,410) of all businesses in Toronto have been in the city for less than five years. Ninety percent of new jobs were in downtown Toronto, which is the largest employment cluster in the Greater Golden Horseshoe.⁴⁷

Toronto has a highly diversified and skilled workforce, but at 9%, its unemployment rate is 2% higher than the Canadian average.⁴⁸ *Working as One*, the City of Toronto's workforce development strategy, identifies that

newcomers and workers who have been laid off have difficulty finding work and often settle for lower earnings and less security. The strategy seeks to better connect employers, opportunities and job seekers.⁴⁹

The City's economic plan projects that if Toronto is to prosper it must continue to align its policies, programs and actions towards maximizing efficient and sustainable development. Forward-looking cities are no longer focusing solely on attracting "outside" industry to build economic success: they are working hard to nurture local small businesses and entrepreneurs within clusters of local and regional economic drivers to create new growth and income. Job creation strategies are now focusing on developing the skills that build workforce competitiveness and lead to career development, quality jobs and higher wages.⁵⁰



2. LIBRARY PRIORITY AREAS AND GOALS



Read. Learn. Create. Deliver.

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

READING IS AN IMPORTANT part of Canadian life, not just as a source of lifelong pleasure or as a creative or cultural pastime. Toronto Public Library is uniquely positioned to support Toronto readers of all ages by offering broad and ready access to books and reading in a variety of formats, expertise that supports literacy and literary exploration, and a wide range of reading programs that introduce and promote the

joy of reading to all Torontonians.

Of all the contributions Toronto Public Library can make, promoting literacy and reading offers some of the most concrete benefits for residents and the city. Helping people of all ages to become good readers who enjoy reading throughout life contributes to Toronto's livability and prosperity both now and in the future.

“I’d like to see an even greater effort to engage parents with babies, and to encourage parents to think of the library as a place for a family outing.”⁵¹

Consultation participant, 2011

“Recommendations for what to read are very helpful, and it would be great to plug in an author or topic on the library website that would send a reader towards more books of interest.”⁵²

Consultation participant, 2011

GOAL 1: Build the library’s digital and e-collections, co-create content to expand the digital frontier, and advocate for equal access to all digital content for public libraries

Sample strategy:

- Expand access to current content, including e-magazines, journals, newspapers, video and music, in response to public demand and changes in the book industry

GOAL 2: Champion the joy of reading and connect readers, authors and creators

Sample strategies:

- Deliver innovative literary programs that celebrate the joy of reading among Torontonians in all corners of the city, including Keep Toronto Reading, Young Voices and Book Bash
- Expand online access to reading programs for children and teens, including Ready for Reading, the TD Summer Reading Club and Word Out teen summer reading
- Continue to provide access to current content in a variety of formats including books, audiobooks and e-content
- Promote and support the use of ebooks online and in branches throughout the city
- Build a social media presence for the library’s online book clubs

GOAL 3: Support readers in building print literacy skills as an essential foundation for future achievement, especially for children at critical stages in their development

Sample strategies:

- Promote early literacy through various activities, including the launch of the *Let’s Get Ready for Reading* guide and the introduction of additional KidsStops, hands-on interactive early literacy centres in branches that support preschool children in developing early literacy skills
- Develop the library’s middle childhood service (ages 6-12) framework through integrated programs, collections and spaces
- Enhance support for family literacy
- Create awareness of adult literacy programs and collections throughout the city





SPOTLIGHT ON : Ready for Reading Early Literacy Programs and Services

TORONTO PUBLIC LIBRARY is a leading provider of early literacy programs in the city of Toronto. Through its Ready for Reading initiative, Toronto Public Library provides free high-quality programs, services, resources and spaces developed to help parents and caregivers get their children birth to five years old “ready for reading” by building critical early-literacy skills through fun, everyday activities. Ready for Reading is grounded in the latest early-literacy research and is delivered by trained children’s librarians experienced in serving the diverse needs of Torontonians.

Adapted from the American Library Association’s Every Child Ready to Read initiative, the library has infused Ready for Reading’s early literacy skills and skill-building practices into everything it does for this age group,

ensuring accessibility, diversity, excellent collections, expert staff, welcoming spaces and innovative programming.

Storytimes focus on the needs of each stage of development and are facilitated by trained staff to create a joyful, interactive and progressive route towards a lifetime love of reading. The primary message is: reading is fun and achievable no matter what your language or literacy level, how much education you have or whether or not you use the library.

The library works with community partners including drop-in centers, nursery schools and daycares to form a supportive community network for children and parents. With its focus on promoting the joy of reading and learning, the library is the one place in the community that provides comprehensive support for early literacy and reading development.



Children’s services in 2012

- Almost nine million children’s items were borrowed
- 7,564 programs for preschoolers were offered, with 219,591 in attendance.

Read. Learn. Create. Deliver.

Develop a City of Learners

Support lifelong learning as fundamental to economic prosperity, social cohesion, and civic engagement

TORONTO PUBLIC LIBRARY is unique in its ability to provide broadly accessible opportunities for learning beyond formal education, throughout all stages and phases of a person's life, and the library makes those opportunities available whenever there is a need, reason or desire to learn.

The library environment allows students to move from the formal, structured environment of school, where reading is required, to an environment of choice, where they are supported in finding reading materials tied to their personal interests. Toronto Public Library branches offer a broad mix of reading opportunities, programs and cultural and digital experiences for school-

are geographically distributed across the city's libraries and all branches have wireless access and bookable workstations with Internet access. Libraries help address the digital divide by providing equitable access to the Internet, reliable information, relevant collections, up-to-date computer hardware and software and knowledgeable support from skilled library staff.

Neighbourhood-based arts and cultural experiences have the power to engage children and youth from all socioeconomic backgrounds, and to build the self-esteem, social skills and workplace skills that they will use as adults.⁵³ Toronto Public Library has the potential to reach a wide range of job seekers because of its reputation as a trusted source for self-directed information seekers and because of the fact that there are branches in neighbourhoods throughout the city with open hours beyond nine to five.⁵⁴ Books, ebooks, audio and video resources help employees learn the "soft" skills that don't always come with formal education.

Finally, the library supports lifelong learning whatever the interest or purpose, including topics of general interest, the pursuit of hobbies, and complex research needs.

"In the New Economy, knowledge, rather than natural resources, is the raw material of business."

- David Salveson and Henry Renski, *The Importance of Quality of Life in the Location Decisions of New Economy Firms*, 2002

age children, enabling them to direct their own reading and creative development. The safe and supportive environment of Toronto Public Library branches makes them popular after school and during vacation periods.

The library is well positioned to support public access to technology and can help residents gain the basic skills they need to use it effectively. User education centres



GOAL 4: Providing easy access to the world's knowledge through collections in a range of formats, including information about Toronto's economy, history, communities and culture

Sample strategies:

- Expand access to online learning tools including video tutorials to support collection use
- Expand access to research and special collections across the city

GOAL 5: Enabling 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

Sample strategies:

- Host the Entrepreneur in Residence program to support new business start-ups and provide mentoring opportunities
- Build partnerships with the University of Toronto, York University, Humber and Centennial Colleges' continuing education programs to offer community-based learning opportunities to address the needs of youth, those transitioning to new work arrangements, retirees and seniors
- Develop information programs for seniors that enhance skills in accessing information, collections and services online



GOAL 6: Helping learners of all ages to build information and digital literacy skills to access and use technology and information successfully

Sample strategies:

- Offer technology education through digital labs, partnerships and other initiatives
- Expand access to online learning tools, including video tutorials to support self-directed learning and skills development
- Work in partnership with the West-Side Arts Hub, York University and Humber College on "Lights, Sound ACCESS" a project to connect youth with educational and employment opportunities in the cultural sector, with grant funding by the Ministry of Tourism, Culture and Sport



Read. Learn. Create. Deliver.

Catalyze and Connect a City of Innovators, Entrepreneurs and Creators

Position Torontonians to succeed in a global knowledge economy

THROUGH PARTNERSHIPS, transformation of our physical and virtual spaces, and the use of new and emerging technologies, Toronto Public Library creates cultural and creative destinations that stimulate and support creativity, encourage collaboration and spark experimentation and innovation for creators and entrepreneurs of all ages.

“We are entering the creative age because the key factor propelling us forward is the rise of creativity as the primary mover of our economy.”

Richard Florida, *The Flight of the Creative Class*, 2006

With libraries experiencing the effects of rapid transformations in technology and e-publishing, there is a need to support residents in accessing and using technology and information.

Through this priority, the library will support Toronto’s innovators, entrepreneurs and creators by facilitating access to information, resources and strong technology support, as well as creative and collaborative spaces that encourage conversations, support co-working and co-creation and stimulate and spark ideas.

Toronto Public Library’s website delivers an increasing range of services when and where residents need them, through a flexible technology infrastructure that enables greater efficiencies and improved customer service.

A broad range of e-content – including e-books, e-magazines, electronic databases and digitized content – is available to customers 24/7 from the library’s website, and through its online and social media channels. Digitization of unique, fragile and rare materials is an important strategy to ensure preservation and improve access to the library’s special collections. Libraries are working together to digitize out-of-print books to make them universally available, and new concepts are emerging to make discovery of e-content and print content easier.

Crowd-sourcing and social media are being used to encourage individuals to contribute and participate in developing content, and are transforming library audiences into co-creators. Such projects allow participants to add their own content and comments, volunteer to transcribe historic documents and identify people and places in images.

At local branches, people of all ages attend and participate in local cultural events and many have their first experiences with creators, especially authors, during a visit to their local library. Torontonians have a keen interest in local and family history, and are avid users of public library print and online historical collections. The library also supports individuals and groups who are interested in exploring and advancing their knowledge of their heritage and their community.



GOAL 7: Incorporating new and emerging technologies into virtual library services, and making them available anywhere, anytime

Sample strategies:

- Enhance support for mobile users in accessing the catalogue, website and collections
- Expand self-service options for borrowers, including online registration, fines payment and email notification

GOAL 8: Animating Library branches with inspired architecture and design, wired work spaces and audience-focused zones that accommodate collaborative work, co-creation and independent study

Sample strategies:

- Facilitate access to library spaces and digital technology, including expanded bandwidth and wired public spaces
- Create opportunities for users to produce new content through digital innovation hubs, arts hubs and other innovative spaces and partnerships



GOAL 9: Promoting and providing pathways to Toronto's culture through resources, services and programming

Sample strategies:

- Encourage partnerships that provide new pathways to culture, including programs in partnership with Toronto's cultural institutions such as the Royal Ontario Museum, the Canadian Stage Company and the Toronto Symphony Orchestra
- Support the Pan-Am Games 2015 in partnership with the City through targeted programs



2. LIBRARY PRIORITY AREAS AND GOALS



SPOTLIGHT ON : Maker Spaces

IN A MAKER SPACE, people come together to learn through playing with ideas and tools. There is no set equipment for a maker space. It may have high-tech equipment, such as a 3D printer, or it could have glue guns or computers loaded with graphic design programs, depending on the interests in the community.

Digital media and innovation spaces are being developed in libraries, integrating the idea of maker spaces to encourage individuals – whether children, youth or adults – to make things for fun and on their own terms, and this is a powerful context for learning. Maker spaces open opportunities to demystify science, technology and art, connecting people through the act of creation. Open and informal, they attract individuals to experiment and see what they can do even though they may not feel ‘type-cast’ as creative, technical or skilled.⁵⁵

The concept of “business incubation” has been coined to describe the business support process that accelerates the success of new businesses by providing them with targeted resources and services of space and technology, information and networking.⁵⁶ Successful spaces encourage conversations, support co-working and stimulate and spark ideas, as well as providing information resources and strong technology support.

New library service options such as maker spaces extend community access to technology and foster innovation and creativity locally.



Read. Learn. Create. 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

AS TORONTO CONTINUES to grow, the demand and use of library branches and services grows. Efficient and effective delivery of library services ensures continued excellence in customer service.

The library is uniquely positioned to support Torontonians through a network of 98 branches in neighbourhoods across the city and online resources available to all.

The library is a community hub, leveraging and extending resources available from City and community partners.

New revenue streams must be developed in order to maintain excellent public services in an environment of growing demand and shrinking budgets. As a municipal service, Toronto Public Library receives 92% of its funding from the City of Toronto. In addition, the library receives grants from different levels of government, including annual grants from the Province of Ontario.

Toronto Public Library continues to work with the Toronto Public Library Foundation, the City of Toronto and community partners to explore new opportunities for delivering better services while containing costs and maintaining quality.

The Toronto Public Library Foundation raises funds to support the library's fundraising priorities through individual giving and through sponsorships, grants, philanthropic donations

and partnerships that help the library address public policy priorities including literacy, support for at-risk youth and strategies to support healthy aging. Library staff will be working closely with the Foundation in order to support its ambitious fundraising goals.

Partnerships leverage skills and increase capacity to deliver on community needs. Through alignment with important City strategies, the library contributes to coordinated service delivery and the associated efficiencies. Toronto Public Library supports city-wide strategies including the *Toronto Middle Childhood Strategy*⁵⁷ and the City of Toronto Seniors Strategy.⁵⁸ Participation in these initiatives extends awareness of existing resources and expertise and results in increased capacity to meet the needs of Torontonians.

In order to deliver services efficiently and effectively, the library will provide ongoing training and the necessary tools to put library staff in a strong position to meet the needs of all Torontonians, now and in the future.

In addition, Toronto Public Library is introducing new key performance indicators to help track trends in library usage, evaluate the efficiency of operations and understand and report on achievements related to the strategic plan.

*“Libraries are recognized by the residents as a public institution that delivers value. For communities, the public library service is a solid asset, which has made a sustained and significant contribution over the long term.”*⁵⁹

Consultation participant, 2011

GOAL 10: Support the Toronto Public Library Foundation in achieving ambitious fundraising goals to enhance service

Sample strategies:

- Support increased awareness of the Foundation and its role in supporting library programs and activities
- Introduce new options for online donations to the Foundation
- Provide support for fundraising activities by the Toronto Public Library Foundation, including the development of proposals

GOAL 11: Partner to support service delivery and to improve services while keeping costs down

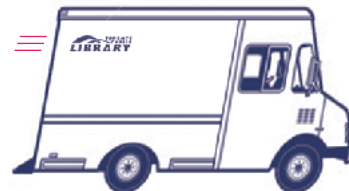
Sample strategies:

- Create linkages to the City’s Middle Years Strategy and Seniors Strategy to support and implement City and library objectives
- Enhance outreach strategies with the Toronto Community Housing Organization
- Support increased public access to ebooks in partnership with other Canadian libraries and the Canadian publishing and book trade industry

GOAL 12: Diversify revenue streams to support sustainable library services

Sample strategies:

- Implement alternate revenue streams including:
 - Advertising
 - Wifi sponsorship
 - Retail affiliate programs
 - Gift shop and retail options
 - Print-on-demand service that supports writers and responds to growing demand for self-publication
- Review the effectiveness of strategies to increase revenue including the impact on service and usage levels



Investing in efficiency

OVER ONE MILLION BOXES of books and other materials are moved between the library’s 98 branches each year, delivering new items to collections and requested items to borrowers. Two locations for sorting materials have been consolidated into one. Investments have been made in sorting equipment that reduces staff handling of items at the sorting hub and in branches. Savings in staff hours have been reinvested in direct service to the public by adding open hours.

LIBRARY PRIORITY AREAS AND GOALS

“Just like the New York Public Library does, have a Toronto Public Library book and gift shop. All proceeds go back to the library and increase revenue.”⁶⁰

Consultation participant, 2011

GOAL 13: 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

Sample strategies:

- Continue to develop staff competencies in technology and other key areas to support excellence in service delivery
- Expand access to staff training opportunities including webinars and online learning tools
- Support service delivery through social media, answering customer questions when and where needed

GOAL 14: Understand community needs for access to library branches – valued community infrastructure and integrate new models for hours and service

Sample strategies:

- Develop service options for expanding open hours, including introducing a study hall model
- Develop new outreach service models, including investigation of a book kiosk at Union Station

GOAL 15: Adopt accepted benchmarks, targets and performance measures to support continuous improvements to service excellence and operational efficiency

Sample strategies:

- Advocate within the library sector in Ontario and nationally for key performance indicators that reflect new library services and that are relevant and comparable
- Implement a Toronto Public Library performance dashboard of key metrics to support transparency and accountability
- Introduce a new membership model and new metrics to capture and better understand customer use of a broad range of library services
- Ensure that services for persons with disabilities are fully integrated into existing and new service models
- Complete a study on the impacts and benefits of Toronto Public Library

32+ million items borrowed 18+ million branch visits in 2012

SPOTLIGHT ON : The Facts

Governance of the Library: The Toronto Public Library is overseen by a board of five city councillors and eight citizen members

City Librarian: Jane Pyper

Branches & Bookmobiles: Research & Reference Libraries 2
District Branches 17
Neighbourhood Branches 79
Bookmobiles 2

Collection Size: 10,622,556 items, with 40 languages represented

Library Users: 72% of Torontonians use the library
One in six Torontonians use the library at least once a week
50% of Torontonians are library card holders (approximately 1.3 million people)
141,310 people registered for a card in 2012

Circulation: 32,032,036 items were checked out in 2012, the library's third busiest circulating year ever

Visitors: Over 18.8 million in-branch visits

Virtual Visits: Over 25.9 million online visits

Information Requests: 7,343,954

Staffing: 1,636.63 full-time equivalents (2012 PLDS)

Operating Budget: \$182,030,341 (net – 2013)

Library Materials Budget: \$17,365,754 (net – 2013)

Average Cost for Library Service Per Toronto Household: \$109.75

Programs & Volunteers

Programs: 28,075 (5,595 co-sponsored)

Program Attendance: 769,534

Volunteers: 3,916 people donate over 86,200 hours each year
3,014 of these are teens (representing 77% of total volunteers) who donate over 46,439 hours each year

TORONTO PUBLIC LIBRARY is one of the largest and busiest public libraries in the world. In 2012, there were 19 million visits to the library's 98 branches and almost 26 million visits online. More than 700,000 people of all ages attended library programs, and library staff answered 7.3 million requests for assistance in finding information.

3.1 Collections

Trends and Issues

- ✦ The publishing and book trade industry is undergoing significant change and the library is challenged to respond to these developments
- ✦ There is continued demand for physical formats (books, DVDs) and growing demand for newer formats (ebooks and other online options)
- ✦ There is an increasing range of material that users expect to find in collections including ebooks, digitized content, self-published material and online learning content
- ✦ Public libraries face challenges both in terms of being able to purchase e-content from publishers and in terms of making that content readily discoverable through their websites

TORONTO PUBLIC LIBRARY offers the largest and most comprehensive public library collection in Canada with access to material of current interest and lasting value, including historical and special collections. To promote accessibility, materials are available in many formats including new formats such as ebooks. In developing its collections, the library responds to the needs and interests of residents, and customer requests are encouraged. Collections include business materials, job search materials, and resources

to engage students and learners of all ages.

In 2012, over 32 million items were borrowed from the library by its 1.3 million card holders – an average of 24 items borrowed per card holder – and over seven million items were consulted in library branches. Children's resources accounted for 28% of all loans. Toronto Public Library's fastest growing service is loaning ebooks; in 2012, circulation of e-titles increased 105% over 2011; for the first time, circulation reached over one million items.



3.2 Information Services

Trends and Issues

- ✦ Staying current with technology and information trends as staff support customers, including children and youth, in selecting the best information sources from the extraordinary amount of information available online
- ✦ Supporting customer expectations for in-depth information on specialized topics such as job searches
- ✦ Developing information resources and new content to support users with common information needs, including recommended reading

IN 2012, LIBRARY STAFF answered 7.3 million inquiries or reference questions. In a recent survey, one in five Torontonians reported using their library to validate information they found on the Internet.⁶¹

Information services offered by the library have evolved from supplying quick reference information to supporting in-depth research on a range of topics, including job searches and genealogy, and promoting an understanding of information sources. Supporting readers through

recommended reading services is integral to information services. The services are evolving online and gaining popularity with library staff providing prepackaged information, including online guides, blog posts, videos and user-education sessions on subjects such as digital and media literacy skills. Additionally, with increasing use of e-readers and other technology, providing support in the use of technology is an important part of the service.

3.3 Access to Computers, Wireless and Other Technology

Trends and Issues

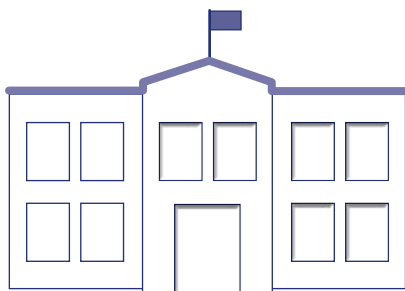
- + As more library services are delivered online, there is unmet demand for bandwidth and access to computers
- + Expectations for current technologies such as smart boards, touch screens and other interactive technology continue to grow

TORONTO PUBLIC LIBRARY offers free access to Internet-connected public workstations, electronic collections and services, and office application software including word processing. Computer learning centres offer a classroom setting for hands-on computer training led by library staff. Increasingly, access to government information and other

important resources are available only online, limiting available options for those without computer and Internet access at home. The availability of free technology helps people meet the needs of daily living as well as supporting learning, employment and small business needs and contributing to Toronto's economic well-being.

School Outreach

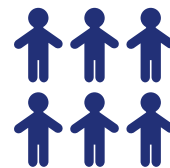
In 2012, Toronto Public Library staff visited a total of **79,500** Toronto students, as part of their year-round outreach efforts.



Kindergarten students reached:
91%
43,500



Grade 4 students reached:
79%
18,000



High School students reached:
16%
18,000

3.4 Programs

Trends and Issues

Responding appropriately to demand for programs including:

- + Preschool Ready for Reading programs in library and community locations
- + Technology and computer literacy classes
- + Programs to support job seekers and entrepreneurs
- + After-school and out-of-school programs and support in priority neighbourhoods or locations with high usage by children and youth; e.g. homework help and leadership programs
- + Accessible programs for older adults and seniors

LIBRARY PROGRAMS EXTEND and promote the role of the library as a community resource; supplement and extend the information found in library collections; offer an alternative way for people to obtain and assimilate information; encourage participation in civic life; and help to address the cultural and leisure-related interests of the community.

Toronto Public Library delivers programs in the following broad categories: literacy, informational and instructional, cultural and literary. Programs are easily accessed, free of charge, and offer local opportunities to meet, learn and connect in a relaxed and safe environment.

In 2012, 769,534 individuals attended 28,075 programs, with 5,595 offered through partnerships. 16,686 programs supported literacy, learning and culture for children and youth. Over 5,000 programs attracted more than 100,000 adults to at-

tend book clubs, author events, technology training and many other cultural programs.

MANY LIBRARY PROGRAMS are available as a result of partnerships with community based organizations, cultural institutions and educational groups. These include an array of informational talks for adults, after-school programs for children and youth and newcomer support programs. Many small business and employment and health-related programs are offered in conjunction with City departments and community agencies.

Toronto Public Library's librarians regularly visit schools to meet with students, teachers and school librarians to promote the library's resources for students and to work in partnership to enrich the learning experience. In 2012, librarians made more than 770 visits to Grade 4 classes and reached almost 18,000 students.

Kids@Computers

With Toronto Social Services and other partners, the library participates in the award-winning Kids@Computers program, which provides computer training for children in low-income families during the summer break. Each child who graduates from the program receives a free home computer and high-speed Internet access for one year.

3.5 Branch Network and Service Delivery

Trends and Issues

- + Offer hours that meet diverse community needs and leverage the investment in community infrastructure
- + Improve access to technology-enabled space including meeting rooms
- + Adapt branches to ensure all are accessible to Toronto's aging population
- + Make ongoing investments, including in-branch and virtual self-service options such as fine payment and online registration; meet green design standards and address a State of Good Repair backlog
- + Develop plans to respond to expected increased demand for home library service and accessible collections
- + Address the growing needs of digital and mobile users by building a responsive website and online services

TORONTO PUBLIC LIBRARY branches are community hubs bringing residents together to access library materials, computers and technology, to study, to attend programs, and to engage with

other members of their community. Branches provide seating and meeting room space for individual and group study, relaxed reading, library programs and community events.



ILLUSTRATION: DUŠAN PETRIČIĆ FOR TD SUMMER READING CLUB

Programs in Partnership

The TD Summer Reading Club, for example, was developed by Toronto Public Library in partnership with the Toronto Public Library Foundation, TD Bank Group and Library and Archives Canada to enhance the production and delivery of high-quality children's reading programs offered during the summer. This program supports a love of reading and helps maintain reading skills in children over the summer months.

79 NEIGHBOURHOOD BRANCHES provide informational and recreational collections and services in local neighbourhoods. Two new branches, Fort York and Scarborough Civic Centre, are expected to be completed by 2014.

17 DISTRICT BRANCHES, offer more in-depth resources including extensive recreational and informational collections, reference materials, and a broad range of services for diverse populations to support cultural enrichment and lifelong learning.

TWO RESEARCH AND REFERENCE LIBRARIES (Toronto Reference Library, North York Central Library) are large, centrally located branches that provide extensive services and collections to all Toronto residents and include specialized subject collections and business and employment resources. Genealogical information, local history and special collections of archival or rare materials about Toronto are available, as are flexible and functional spaces for individual and group study, in-depth special and archival collections and unique resources.

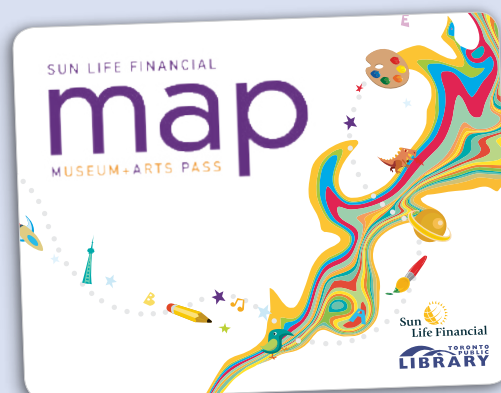
THE ADULT LITERACY PROGRAM provides resources for community-based literacy programs and one-on-one tutoring in targeted library branches.

HOME LIBRARY SERVICE AND DEPOSIT collections in hospitals and other locations support and engage homebound people and seniors who are unable to visit the library, serving close to 2,500 individuals throughout the city. The delivery of material supports access and participation in the library, reduces social isolation and loneliness and supports reading and engagement, all of which contribute to health and well-being.

BOOKMOBILES provide library service to underserved communities, stopping at community centres, shopping centres and apartment complexes.

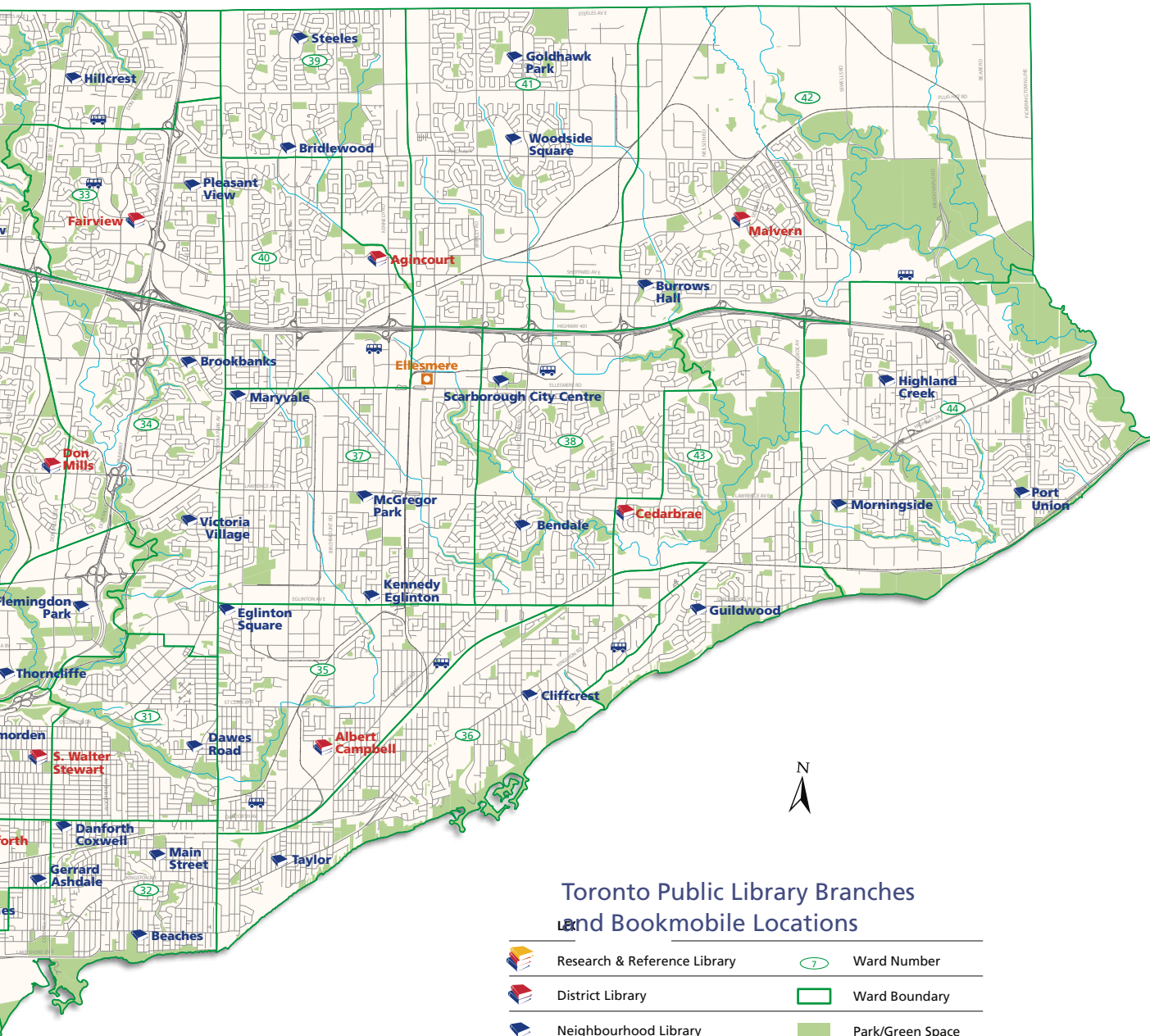
THE LIBRARY'S VIRTUAL BRANCH offers online access to a range of services and collections. These include electronic information resources and ebooks, an online reference service and social media tools that allow people to interact with staff and share their opinions and ideas about library services and programs. The website features special sections for target groups, including children, youth, newcomers and job seekers, as well as videos of library events and other interactive options. Customers use the site to access their account with self-serve features and to place holds on materials for delivery to any of the library's 98 branches.

The Sun Life Financial Museum + Arts Pass (MAP) allows Torontonians to explore the best of Toronto's arts and cultural destinations for free. The Sun Life Financial Museum + Arts Pass provides full admission for families to the Art Gallery of Ontario, Bata Shoe Museum, Black Creek Pioneer Village, Casa Loma, City of Toronto Historic Museums (comprising eight museums, houses, and historic sites), Gardiner Museum, Museum of Inuit Art, Ontario Science Centre, Royal Ontario Museum, Textile Museum of Canada and the Toronto Zoo.



LIBRARY SERVICES AND TRENDS





Toronto Public Library Branches and Bookmobile Locations

	Research & Reference Library		Ward Number
	District Library		Ward Boundary
	Neighbourhood Library		Park/Green Space
	Library Service Centre		Railway
	Bookmobile Stops		Street
			River/Creek/Tributary

Fort York and Scarborough City Centre branches open in 2014





3.6 Operations and Funding

Trends and Issues

- ✦ The library must develop strategies that will allow it to transition its services to respond to changing technology while at the same time containing costs
- ✦ To continue to deliver excellence in customer service, the library must sustain an environment of continuous improvement, including ongoing training
- ✦ Following the trend of many public service organizations, the library must look at ways to diversify funding sources, including increased fundraising

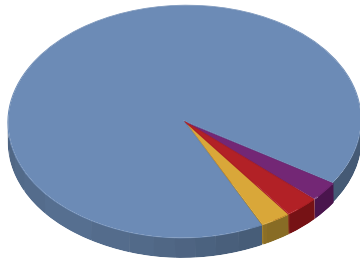
TORONTO PUBLIC LIBRARY has invested in technology and automation to improve customer service and increase the efficiency of operations. By the end of 2012, 56 branches offered customers the option to check out their own library materials, and more self-checkout installations are planned for the coming years.

Over the last three years, the library has

developed skills and experience in business process re-engineering using Lean Six Sigma methodologies to achieve greater efficiency and to reduce costs. The 2012 budget submission included annual budget savings totalling \$9.717 million and a reduction of 100 full-time equivalent positions (FTEs), which was achieved after the complete implementation of efficiencies and service adjustments.

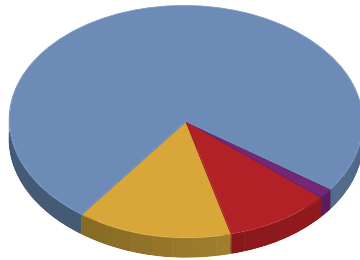
“No other institution, public or private, does a better job of reaching people who have been left behind in today’s economy, have failed to reach their potential in the city’s public school system or who simply need help navigating an increasingly complex world.”⁶²

Urban Libraries Council, *Making Cities Stronger*, 2007



2013 Operating Budget Revenues: \$180.794 million

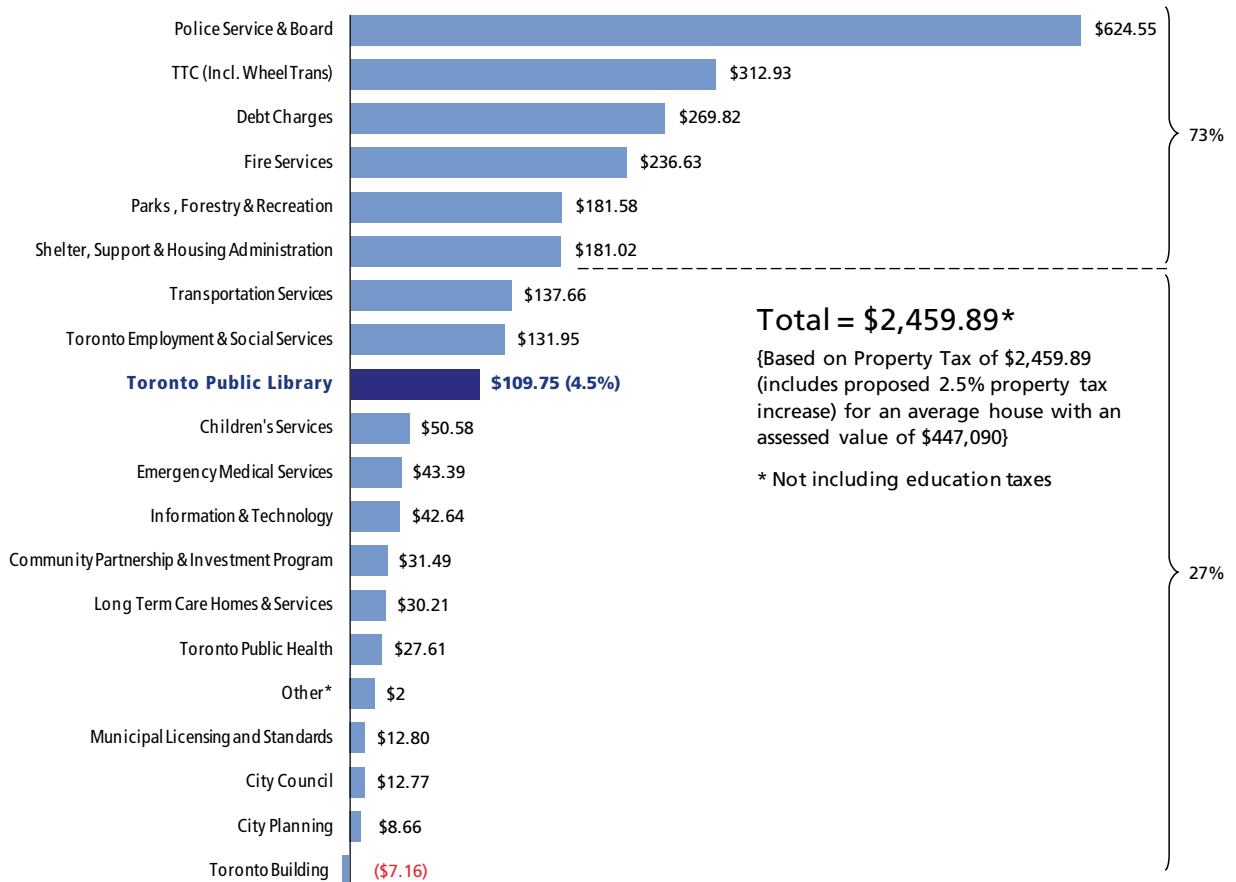
<ul style="list-style-type: none"> Grants – Provincial & Other \$5.706 million (3%) Fines & User Fees \$4.915 million (3%) 	<ul style="list-style-type: none"> City of Toronto Funding \$165.360 million (91%) Other Revenue 4.814 million (3%)
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2013 Operating Budget Expenditures: \$180.794 million

<ul style="list-style-type: none"> Salaries & Benefits \$135.318 million (75%) Materials & Supplies \$2.538 million (1%) 	<ul style="list-style-type: none"> Library Collections \$17.366 million (10%) Services, Rent & Other \$25.572 million (14%)
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How 2012 City Tax Dollars Were Allocated







3.7 Toronto Public Library Foundation

THE TORONTO PUBLIC LIBRARY FOUNDATION was established in 1997 to provide essential resources for the enhancement of Toronto Public Library and to allocate funds to priority needs not supported by municipal funding. Toronto Public Library's Foundation raises funds to support the library's priorities through capital campaigns, major gifts solicitation, sponsorships, seasonal targeted and general mail solicitations, special events and planned giving. The Foundation has raised over \$47 million from individuals, foundations and organizations to enrich collections, extend the reach of library programs and refurbish library spaces.

Volunteers contribute to the library's success by supporting fundraising and program delivery. Toronto Public Library provides many different opportunities for residents to volunteer their time. Many after-school programs, child and adult literacy programs and computer programs rely on youth and adult volunteers to assist people in gaining essential literacy and life skills. In 2012, volunteers contributed a total of 86,200 hours of service to the library.

Toronto Public Library's 48 Youth Advisory Groups (YAGs) provide input into the development of youth-focused programs, services and advocacy.⁶³ Volunteering for the library's YAGs helps to develop leadership and communication skills and contributes towards high school community service hours. Teens account for 77% of the total number of library volunteers.

Volunteers in the adult literacy programs support adult learners through one-on-one tutoring at 10 library branches.

The two chapters of the Friends groups of the Toronto Public Library Foundation raise funds to support literacy programs, the Home Library Service and other initiatives that make a difference in the lives of Torontonians. Every year, the Friends volunteer over 15,400 hours of service and they have jointly raised and donated more than \$1.4 million to ensure the library continues to be one of the city's greatest assets.





THE RESULTS of the public consultation confirmed the direction of the vision, mission and values and the draft priority areas and goals. Participants wanted the idea of equitable access for all to be reinforced in the vision, along with the library's role in building community connections. Residents strongly endorsed the plan's four priority areas, but also wanted to highlight the library's role in providing access to Toronto's culture.



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

THERE WAS STRONG agreement that promoting the joy of reading is a core priority for the library. Maintaining the quality, range and depth of library collections was perceived as being fundamental and was considered the most important library service. Residents endorsed the goal of expanding access to ebooks through an improved interface, a broader range of titles, and increased support for new users online and in library branches. Providing a variety of e-content was identified as a way of engaging youth, especially boys, in reading by building on their digital skills and interests. The benefits

of accessible digital content, including reading material, and video streaming of library programs were considered to be important to promoting lifelong engagement by seniors. Ebook accessibility features, including remote access, flexible font size, and e-audio books were cited as having advantages for seniors; however, it was acknowledged that seniors might require support in accessing and using the content. Literacy programs that support a love of reading and literature and build print literacy skills were also thought to be of high importance, particularly programs for children and youth.

Other ideas:

- ✦ Improving access to collections for mobile users through the website; providing more online opportunities for user engagement with the opportunity to post reviews and comments; peer reviews, for example, may motivate youth to read
- ✦ Working in collaboration with the school boards as an effective and efficient way to promote reading
- ✦ Building on the library's success in offering high-quality literary programs with increased promotion through email and social media
- ✦ Understanding the impact of fines on children's materials as a potential barrier to usage



Develop a City of Learners

Support lifelong learning as fundamental to economic prosperity, social cohesion, and civic engagement

THERE WAS STRONG agreement that offering access to community-based learning opportunities met a wide variety of community and residents' needs. Access to research materials for school, work and independent study, staff expertise, informational programs and study space across the city were described as the library's key contributions

“Access to materials, expertise and space are the library's key contributions to lifelong learning.”⁶⁴

Consultation participant, 2011

to lifelong learning. Expanding access to research and special collections across the city was thought to be important.

It was recognized that access to learning programs in library branches removes

barriers, provides a bridge and a support to more structured learning programs. Structured after-school programs are an opportunity to build life and literacy skills, providing access to mentors, technology and resources not available at home. Learning opportunities that teach specific skills or provide experiences through volunteer opportunities help support youth in making educational or career choices through achievable steps. Stakeholders suggested that programs be offered in series, in partnership with cultural institutions, colleges or universities, in order to engage adults and contribute to a stronger quality of life. The library's role as a safe space to read, study and learn was emphasized by many.

Other ideas included:

- + linking special collections to the school curriculum to provide enriched learning opportunities in partnership with the school boards
- + using video streaming and social media to extend access to programs
- + digitizing archival and special collections as an effective way to expand awareness and usage of the collections



Catalyze and Connect a City of Innovators, Entrepreneurs and Creators

Position Torontonians to succeed in a global knowledge economy

THE STRONGEST RECURRING theme during the consultation was that the library's role in promoting accessible culture was important for this priority and that culture and cultural-related industries are critical to supporting a global knowledge economy and to enhancing the quality of life of Torontonians.

A second recurring idea was that the digital divide is still with us. For many, the library is their only access to technology; others look to the library as a place to enhance their technology skills in a supportive environment. Access to computers, software and technology to support access to information and content creation was perceived to be a

critical issue. It was thought that there are not enough computers in small branches and that computer software is not regularly updated.

“Media literacy is key here. A lot of learning is about knowing what technology there is to help us along the way.”⁶⁵

Consultation participant, 2011

As the traditional workplace and work hours erode and change, libraries have an important role to fill in providing workspace. Workers want flexible, wired, technology-enabled space.

Other ideas included:

- + offering space for young entrepreneurs and creators to engage and share ideas
- + engaging with the digital media sector; for example, partnering with industries as well as educational programs to expand opportunities for youth



Deliver Excellent Library Service to Torontonians Efficiently and Effectively

Provide responsive service using resources wisely through effective stewardship and a culture of continuous improvement

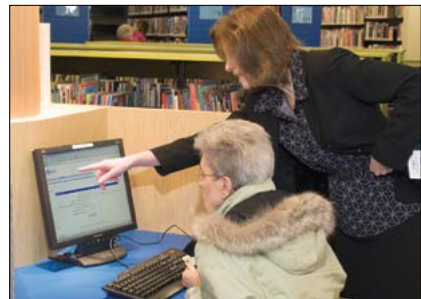
A CLEAR MESSAGE from the consultation was that residents value existing services and maintaining service quality is important. Partnerships with the Toronto Public Library Foundation and community groups were recognized as important strategies to improve service when they align and support the library's mission, vision, values, and priority areas.

Staff members recognize the importance of customer service, technology and community connections as ways to extend access to library service, but want more training in these areas. A continued focus on efficiency and effectiveness will allow the

library to maintain or improve service levels with the use of technology. A review of open hours was suggested, recognizing that access to facilities beyond traditional hours was a critical strategy to improving access to a wide range of library services.

“I suggest you consider having some branches open at odd hours (or 24/7) to accommodate those odd, free-spirits who are innovators, creative, etc.... unusual opening hours and services for unusual folk!”⁶⁶

Consultation participant, 2011



Strategic Plan Consultation Process

THE STRATEGIC PLAN CONSULTATION PROCESS included surveys, 49 consultation sessions, 15 blog posts, and four Twitter chats. Opinions were solicited via feedback forms, public consultations, community meetings, and daily face-to-face interactions. In addition, Toronto Public Library engaged a third party research firm to conduct a survey of all Torontonians to understand their awareness and usage of, and their priorities for library service.

Residents' and stakeholders' opinions were sought through:

- + Website
- + Online and in-branch surveys including third-party research surveys
- + Sharing of priority areas and goals with City Council members
- + Stakeholder roundtables with representatives from City departments and community agencies
- + Consultation at library and community events
- + Staff focus groups and a presentation to Toronto Public Library union representatives
- + Web and social media presence with blogs and Twitter chats
- + Targeted focus groups: a seniors' group and community partners on the topic of boys and reading
- + Review of other consultation results such as the City of Toronto's Seniors Strategy

Draft priority areas and goals, based on the results of the environmental scan, were used as a framework for community consultation. This consultation helped the library understand residents' needs and priorities for library service both now and in the future. The library's vision for the strategic plan, the mission and the service values were also reviewed as a part of this process. Input was sought from community partners, agencies, school boards and other education partners, as well as the Mayor and City Councillors, and City and library staff. Emphasis was placed on reaching both library users and non-users.

In the context of the materials presented, participants were asked to consider four key questions:

1. What level of service does the library need to provide to address community and residents' needs both now and in the future?
2. What are residents' priorities for library service?
3. Do the draft priorities address the broadest range of residents' needs?
4. How can the library ensure that services are innovative, efficient and sustainable?

PUBLIC CONSULTATION PROCESS

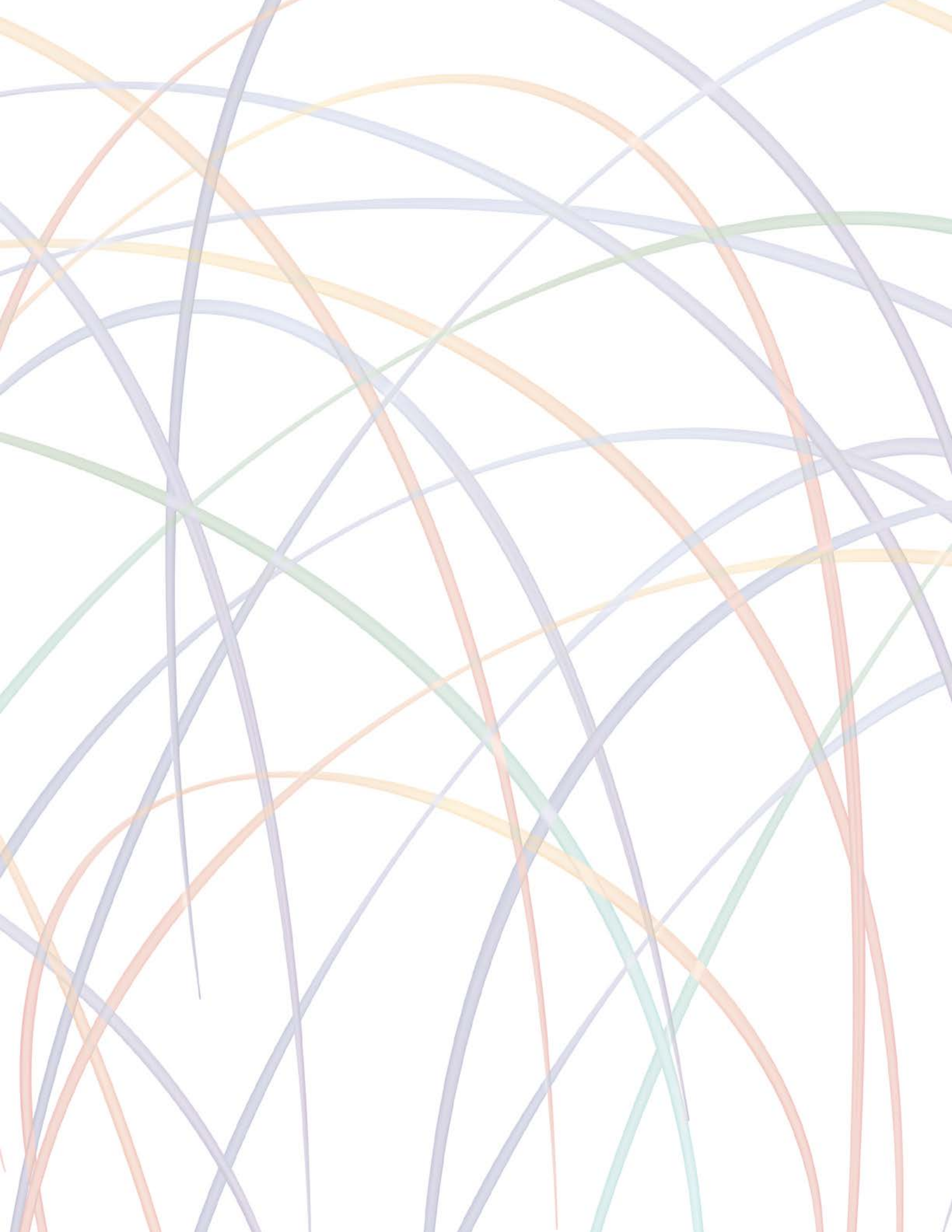
All Strategic Plan Consultation Participants:

Afghan Women's Organization
Albion Neighbourhood Services
Alzheimer Society of Toronto
Arts Etobicoke
Attwell Employment and Social Services
The Beguiling Books & Art
Birchmount Bluffs Neighbourhood Centre
Canadian Parents for French (Ontario)
Catholic Crosscultural Services
Centennial College
Central Neighbourhood House
Centre for Immigrant & Community Services of Ontario (CICS)
Citizenship and Immigration Canada
City of Toronto - Children's Services
City of Toronto - Economic Development and Culture
City of Toronto - Parks, Forestry and Recreation
City of Toronto - Shelter, Support and Housing Administration
City of Toronto - Social Development, Finance and Administration
City of Toronto - Toronto Seniors Forum
Community MicroSkills Development Centre
CTI - Breaking the Cycle
CultureLink
Elementary Teachers of Toronto (ETT)
Flemingdon Health Centre
Friends of the Osborne and Lillian H. Smith Collections
Frontier College
Gamercamp Jr.
Heritage Skills Development Centre
Humewood House
JVS Toronto
Kababayan Multicultural Centre
The Learning Enrichment Foundation
Literature for Life
Macaulay Child Development Centre
Miziwe Biik Aboriginal Employment and Training
Mothercraft
Multiple Sclerosis Society of Canada - Toronto Chapter
Mural Routes
Neighbourhood Action Partnership
Neighbourhood Action Team - Bathurst-Finch
Neighbourhood Action Team - Dorset Park
Neighbourhood Action Team - Eglinton East-Kennedy Park
Neighbourhood Arts Network
North Toronto Historical Society
North York Community House
Oasis Dufferin Community Centre
Older Women's Network (Ontario)
Ontario Council of Agencies Serving Immigrants
Ontario Genealogical Society - Toronto Branch
Parkdale Community Information Centre
Prosserman Jewish Community Centre
Read 2 Rap
Red Bear Storytelling: Many Hats Literacy and Communication
Redemption Reintegration Services
Rexdale Women's Centre
Routes to Learning Canada
Ryerson University - The Chang School
St. Christopher House
St. Paul's L'Amoreaux Centre
Scarborough Arts
Scarborough Historical Society
Social Planning Toronto
The S.P.O.T.
SPRINT
Story Planet
Thornciffe Neighbourhood Office
Tinlids, Inc.
Toronto Catholic District School Board
Toronto Community Housing
Toronto District School Board
Toronto Public Library Foundation
University of Toronto
University of Toronto - Academy for Lifelong Learning
University of Toronto - Ontario Institute for Studies in Education
University of Toronto - School of Continuing Studies
Vita Community Living Services
Voilà Learning
West-Side Arts Hub
WoodGreen Community Services
Working Women Community Centre
Yee Hong Centre for Geriatric Care
YMCA - Newcomer Information Centre

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