



	<p><b>FOCUS</b></p> <p><b>Engaging Toronto’s Diverse Communities – In the City and Our Neighbourhoods</b></p>
<p><b>Highlights</b></p>	
<p><b>GOAL: Encourage participation in city life</b></p>	
<p>Library anniversaries and branch re-openings provide opportunities for residents to engage in neighbourhood celebrations; during the first month after reopening, Thorncliffe experienced a 490% increase in registrations and a 99% increase in circulation. Riverdale celebrated its 100th anniversary, including <i>Library to Library in Riverdale</i>, a community walking tour co-sponsored by Heritage Toronto, the Riverdale Historical Society and Toronto Public Library. Cedarbrae reopened in December with a large increase in usage efficiently managed through express check-out and check-in.</p>	
<p>To encourage resident engagement and participation in the municipal election, the Library provided information sessions, including offering Urban Voters, a four-part program highlighting civic issues with panel discussions at North York Central Library and Toronto Reference Library and moderated by Carol Wilding (Toronto Board of Trade), Myer Siemiatycki (Ryerson University), Susan Eng (Aging in the City) and John Lorinc (What’s the Plan).</p>	
<p>To understand changing customer needs and expectations for library service and to build library space that reflects current and future needs, public consultations were held for branch renovation projects, including Northern District, Bridlewood, Mount Dennis, Scarborough Centre Branch and the new Fort York/Bathurst branches. Other consultations included an online survey which drew hundreds of responses about digital and special collections online.</p>	
<p>Branches across the city celebrated Toronto’s diversity, including a conference for youth during Black History Month, the Taste of Korea event held during Asian Heritage Month, Red Sky Dance Aboriginal Dance Group, a Luminato program with Anosh Irani, Islam and the Pyramids and Musical Writing in Medieval Baghdad.</p>	
<p><b>GOAL: Promote greater participation in library programs and services</b></p>	
<p>Library hours increased to reflect public demand through efficiencies gained through self-service check-out; a total of 131.5 hours were added at 15 branches, increasing neighbourhood access.</p>	
<p>To improve customer service, staff provided roving reference to proactively support use of library collections and services; the initiative resulted in 25,000 additional questions answered.</p>	
<p>Increased library card registrations by developing and implementing a multi-faceted card registration campaign targeting key audience segments identified as priority or underserved (i.e. active older adults, at risk groups, newcomers, and non-library users).</p>	

## 2010 Strategic Plan Achievements

### ATTACHMENT 3

Online and social media channels (TPL website, blogging, Twitter, Facebook and email marketing) were used extensively this year to promote programs, Library news, branch openings and closings, job postings, and other information of interest to customers and followers.

#### Highlights

##### **GOAL: Support Toronto's children in developing early reading skills**

Attendance at Ready for Reading programs that support pre-school literacy increased to 243,201, an increase of 40,937 or 20% over 2009. Through Storytime Outreach, programs were delivered at 49 community agencies, shelters, aboriginal and newcomer centres, reaching 3,604 adults and 4,698 children with 584 new registrations. To provide convenient access to Ready for Reading materials and videos of songs and stories were added to the Library website. New KidsStops, interactive early literacy centres, opened at renovated Thorncliffe and Cedarbrae branches for a total of four.

##### **GOAL: Support youth in their educational achievement as a foundation for success**

High School Outreach provides instruction in information literacy, and research skills using the Library's online resources. Presentations were provided to 21,611 students in 383 classes with 10,528 students visiting the Library at various branches across the city.

Class visits to the Toronto Reference Library increased; 298 sessions were conducted for over 6,500 high school students.

After-school-time support was offered for youth at a number of branches throughout the city; three new after school homework sites were introduced at the Albert Campbell, Centennial and Sanderson branches; tutors from the University of Toronto, York University and Ryerson provided academic support and mentorship; through the program youth gain access to homework support and recreational programs in a safe and welcoming environment. 183 sessions were held with 3,256 student visits supported by 77 mentors. The program is funded by Citizenship and Immigration Canada.

Other branches such as College/Shaw, continued a partnership with St. Christopher House to provide an after-school tutoring program. Eatonville developed a partnership with Rathburn Area Youth in October to pilot another after-school homework help program for youth.

Word Out! Teen Summer Reading supports youth in building their reading skills throughout the summer. 1,683 teens registered, and the popularity of this reading blog grew significantly from 10,137 views in the summer of 2009 to 22,272 in 2010, a 120% increase. While most visitors to the site came from Canada, some logged in from places around the world such as Japan, Australia and Egypt.

## 2010 Strategic Plan Achievements

### ATTACHMENT 3

<b>GOAL: Support youth in ways that are meaningful to them, with emphasis on leadership skills and social integration</b>
Youth Advisory Groups continued to evolve with a youth-led model. 38 groups operated in 2010 with 1,400 members and a resulting 22,876 volunteer hours. More than 80 teens applied for positions on the new Cedarbrae Youth Advisory Group. The Mimico Youth Advisory Group engaged in Art on the Move, which entails an art-wrapped Toronto Public Library cube van, produced in partnership with Arts Etobicoke, Lakeshore Arts, TO Live with Culture and funded by the Ontario Trillium Foundation.
Eighteen youth from priority neighbourhoods were provided with internships through the provincially funded Summer Jobs for Youth Program operated through Tropicana Community Services.
To increase awareness of volunteer and employment opportunities for youth, teen volunteer and job fairs were held at many branches across the city. Don Mills Branch had over 300 in attendance. Cedarbrae Branch also held an information session about employment opportunities at the Library.
Gaming continues to be used in innovative ways in library programs including inter-generational programs with youth demonstrating games to children and seniors. A staff information session included speakers from the University of Toronto and York University, and presented research on the educational and social benefits of gaming. Gaming equipment purchases have been funded through provincial and federal government grants and other partnerships.
<b>GOAL: Enhance older adults' quality of life and access to lifelong learning</b>
Attendance at seniors programs increased by 44%; an array of topics to address local needs and interests were offered, including Living Legacies and Legend; Potions, Poisons & Passions; Climate Change; Aboriginal Culture; Memoir Writing and Investment Fraud. Barbara Frum Branch established a thriving seniors' group that meets monthly to discuss library services and programs and plan activities, including health information programs. Albion Branch works in partnership with Rexdale Women's Centre to offer weekly User Education sessions to seniors.
In partnership with Senior Peoples' Resources In North Toronto, the Library worked to support Love Life: Healthy Active Living for Seniors. Presentations addressed active living and volunteerism.
Information fairs at Flemingdon Park Branch and Toronto Reference Library highlighted community resources for seniors. Flemingdon Park worked with Seniors Service Network and New Circles to organize a display of more than 13 neighbourhood agencies serving seniors in the area. Forty organizations gathered at Toronto Reference Library to present information about the services and supports available for older adults with over 400 attendees.

## 2010 Strategic Plan Achievements

### ATTACHMENT 3

<b>Results</b>	<b>2010 Total</b>	<b>% Increase (Over 2009)</b>
New Registrations	168,976	4%
TD Summer Reading Club	32,664	15%
Seniors Programs Offered	842	3%
Seniors Program Attendance	16,728	44%

## 2010 Strategic Plan Achievements

### ATTACHMENT 3

	<b>FOCUS: Addressing the Growing Income Gap</b>
<b>Highlights</b>	
<b>GOAL: Addressing the needs of vulnerable individuals and neighbourhoods, working in partnership with others</b>	
<p>The Library continued its support for small business owners and entrepreneurs. Programs included Small Business – How to Test Your Idea, Helping Businesses Sell to Government of Canada and Using Social Media to Build Your Small Business; Seven Common Start-Up Mistakes and Business Plans for Small Businesses.</p> <p>To support entrepreneurship, 14 branches hosted Small Business fairs sponsored by Service Ontario. Target groups included young people and newcomers living in priority neighbourhoods.</p>	
<p>Specialized support for job seekers was offered at a number of branches including North York Central Library and the Toronto Reference Library. 42 job search classes were delivered at North York Central Library with 343 people in attendance. Toronto Reference Library offered 66 classes attended by 581 people. Toronto Reference Library also conducted 32 job-search-related, Book a Librarian sessions.</p>	
<p>ESL support was provided through a number of partnerships; English Conversation Circles provide an opportunity for newcomers to improve their language skills and expand their community network, and are at several branches including a new program at Centennial Branch.</p>	
<p>To support library users who live in shelters, a number of programs were offered, including technology classes to support employment. Branches also provided support to drop-in centres, including the Wychwood Open Door drop-in; the Library provided clients with tours and registration materials.</p>	
<p>To support people with disabilities, the Library partnered with CNIB and increased the size of alternate format collections.</p>	
<p>Toronto Public Library joined Toronto Employment and Social Services (TESS), Toronto Public Health, and Parks, Forestry and Recreation in the Investing in Families Initiative (IIF). The highly successfully program provides support for families in gaining employment with increased access to City services. TPL provided clients with registration kits, information on library services and programs including supports for job seekers and programs to support children and youth.</p>	
<b>GOAL: Focus on supporting literacy and educational goals for adults</b>	
<p>Attendance at adult literacy programs increased by 28% in 2010. Barbara Frum Branch continued a reading circle with seniors at the Unison Health and Community Services Centre and supported a network of literacy service providers in the Lawrence Heights area. The Literacy unit opened an office at the Barbara Frum Branch.</p>	

## 2010 Strategic Plan Achievements

### ATTACHMENT 3

Results	2010 Total	% Increase (Over 2009)
Literacy Programs	1,238	28%

## 2010 Strategic Plan Achievements

### ATTACHMENT 3

	<b>FOCUS</b> <b>EXPANDING ACCESS TO TECHNOLOGY AND ONLINE SERVICES</b>
<b>Highlights</b>	
<b>GOAL: Create an outstanding virtual library</b>	
<p>The redesigned Library website and integrated catalogue with enhanced content, additional functionality and increased search capabilities was fully launched and the old site decommissioned. Through a single search, users can access collections, and programs. Visits to the Toronto Public Library website increased by 15.4%; access to online information is an efficient way of extending library service hours and managing demand for information.</p>	
<p>Online readers advisory was expanded: A Find Your Way to Your Next Great Read page was developed incorporating Book Buzz, the online book club, which completed a successful fourth year with active discussion forums, an average of 10,417 page views per month and a growing membership averaging 23 new members per month. The Buzz...about Books blog generated 24,027 page views, with twice as many posts as last year.</p>	
<p>The French-language interface for the website was improved and it now provides direct access to French language databases, French library program listings, new titles and translated material on using library services.</p>	
<p>The Newcomer to Canada page was introduced on the website, including a New to Canada blog featuring posts on programs, collections, services, and Canadian cultural experiences. The audience has steadily increased and now averages over 3,500 visits per month.</p>	
<p>The Programming section of the new website was designed and launched in 2010, restructured to better promote system-wide programs and to cross-promote related services and collections (with keyword-related promotional spotlights, links and aggregated content). The programming pages also feature dynamic, social and multi-media content include blogs, videos and social media feeds.</p>	
<b>GOAL: Ensure access to technology for all</b>	
<p>The Library provides access to computers with Internet access, and office applications software; to improve customer service, computers were replaced with energy-efficient, large-screen monitors.</p>	
<p>To support information literacy, 1,666 technology-related user education sessions were offered with 14,141 people in attendance. Programs support information literacy, accessing library resources and joining online communities. 4,000 people attended over 280 training sessions. Emphasis was placed on engaging seniors in new technologies, increasing engagement and reducing social isolation.</p>	
<p>Access to technology for persons with disabilities was improved through the purchase of ten laptops to enable users to integrate their own software. Daisy players were also purchased for people with print disabilities to access and navigate talking books. The laptops and daisy players were purchased through a grant from the Ministry of Tourism and Culture.</p>	

## 2010 Strategic Plan Achievements

### ATTACHMENT 3

Highlights
<b>GOAL: Build virtual content</b>
<p>Enriched online content is offered through commercial eBooks and digitization of rare materials from TPL's collections. Toronto Reference Library expanded access to digital content by developing and posting two virtual books, published eight virtual exhibits, scanned 2,252 books as part of the Kirtas project and contributed approximately 5,000 images to the Our Ontario website.</p>
<p>Social media increasingly is used to engage residents to connect to library programs and service in local communities; the Agincourt blog features content in both English and Chinese and kept the community up to date on the Bridlewood branch renovation; the Barbara Frum blog focussed on partnerships in the community. Brentwood and Lakeshore branches blog is being used to provide updates on the Brentwood renovation along with special events in South Etobicoke.</p> <p>A number of new blogs featuring library services and programs were added, including Computer &amp; Library Learning, highlighting library resources, search tips, tech news and User Education programs as well as blogs related to the Performing Art collections, Job and Career Help, Business and Finance.</p>

Results	2010 Total	% Increase (over 2009)
Website Visits	27,003,433	15.4%
Workstation Users	5,993,062	-2%
Wireless Internet Sessions	1,115,697	65%



## 2010 Strategic Plan Achievements

### ATTACHMENT 3

	<b>FOCUS</b> <b>SUPPORTING CREATIVITY AND CULTURE</b>
<b>Highlights</b>	
<b>GOAL: Support city-wide and local cultural expression</b>	
<p>2010 saw record attendance at Library literary events, which promote emerging and established Canadian authors and encourage the love of books and reading. Programming included the fifth annual Keep Toronto Reading Festival, the fourth annual One Book Community Reads program, the City of Toronto Book awards, and the Library's first year partnering with the Toronto Star for their Short Story Contest. Visiting authors included: Raj Patel, Ian McEwan, Margaret Atwood, Salman Rushdie, Margaret Trudeau, Simon Winchester, Antonia Fraser &amp; Joseph Boyden at the Appel Salon; Donna Bailey Nurse at the North York Central Library book club; Graphically Speaking with Jeffrey Brown; Poetry with Desi di Nardo; and Linden MacIntyre, Jack Whyte, Margaret Wente, Guy Gavriel Kay and Michael Crummey as part of the eh List Author Series.</p>	
<p>The "Thought Exchange" program series launched in 2010 challenging older adults and life-long learners to "satisfy their curiosity with an eclectic collection of lectures and discussions across the city." Thought Exchange programs were offered in a number of branches and included a range of interesting topics, including "Popes and Patronage in Renaissance Rome" (Yorkville), "Monuments and Memories Sculpture" (Deer Park), Golden Age of Dutch Art (Palmerston), Great Books (Forest Hill), "France in the Library" (Yorkville/Spadina Road). The program has been extremely popular and has become a regular Spring and Fall series in the Library's cultural programming roster.</p>	
<p>The first ever "Book Bash Children's Literature Festival" was held on the last Saturday in August at NYCL and Mel Lastman Square. The all-day event featured author readings, workshops, storytelling, puppet shows, crafts, activities and more. The program was a success with a total of 2,134 people attending the festival, including over 1,000 children.</p>	
<p>The City's first installation of Poetry is Public is Poetry was unveiled at the re-opening of Cedarbrae. The three lines from a poem by Rosemary Sullivan, "a man packed a country/ in a suitcase with his shoes/ and left", are permanently mounted in bronze lettering embedded in the Library.</p>	
<p>In November 2010, the Library hosted its inaugural Human Library program at five branches across the city, making it one of the largest human library events in the world. The Human Library supported a number of the Library's key objectives, including providing new creative ways to learn and access information. The pilot event was a huge success, with over 200 people taking the unique opportunity to "check out" one of our 60 human books for a one on one conversation. The program garnered huge interest from local, national and international media as well, with dozens of media calls and stories from literally all around the world.</p>	
<p>The Writer-in-Residence programs featured Karl Schroeder at the Merrill Collection and Allan Stratton at North York Central Library; a total of 66 manuscripts submitted by aspiring writers were reviewed.</p>	

## 2010 Strategic Plan Achievements

### ATTACHMENT 3

Highlights
<b>GOAL: Build the Library's role in providing original and accessible cultural programming</b>
<p>Library partnerships with the City's top cultural institutions helped to make arts and culture more accessible to thousands of Torontonians in 2010. Program partnerships included the Library's Onstage Performing Arts Series partnered with Stratford Festival, CanStage, Soulpepper and Tarragon to present a number of performing arts lectures based on their 2010 seasons; the Toronto Zoo joined the AGO, the Ontario Science Centre, the ROM, and the other eight top cultural venues as a free destination for our Sun Life Museum + Arts Pass (MAP) program; in partnership with Luminato, the Library once again presented a number of Luminato at the Library programs in many of our branches; visiting artists and lecturers from the Canadian Opera Company, Orchestra Toronto, CineFranco, National Film Board of Canada, Ontario Genealogical Society, and many more.</p>
<p>The Library is a popular destination for the display of art by local residents; the art exhibit program had its best year yet with 225 artists applying for 134 exhibition times at 13 locations.</p>

Results	Total (2010)	% Increase (over 2009)
Circulation	32,324,416	3.4%
French Circulation	371,774	4%
Programs	28,706	3%
Program Attendance	791,231	5.5%

## 2010 Strategic Plan Achievements

### ATTACHMENT 3

	<b>FOCUS</b> <b>SUPPORTING A SUSTAINABLE LIBRARY</b>
<b>Highlights</b>	
<b>GOAL: Promote environmentally sustainable practices</b>	
Green technologies were featured in a number of branch renovations and state of good repair projects including solar panels at the Cedarbrae Branch.	
To support public education on green practices, The Art Gallery of Ontario and No. 9: Contemporary Art and the Environment partnered with the Toronto District School Board, the Toronto Public Library, and the World Wildlife Fund to bring contemporary art and environmental education to inner-city elementary students. EcoArtVan visited eight Library branches and recorded 137 visitors. Twelve art instruction workshops were also offered, attended by 242 children.	
Landscaping and greening projects were completed at several branches; Fairview Branch completed a landscaping project featuring new seating and daffodils with the assistance of grants from Walmart Evergreen Green Grant and beautification funding. A Clean and Beautiful grant application for a Thorncliffe Branch garden has also been approved. Sanderson Branch partnered with Scadding Court Community Centre's urban agriculture program to improve the gardens outside the branch. Landscaping outside Forest Hill was also improved. A successful community grant application has allowed work to begin on greening at Parliament Street Branch.	
Access to resources on the environment was enhanced with the purchase of additional material in adult and children's collections.	
<b>GOAL: Engage in leadership and advocacy for the essential role of the public library in the community</b>	
TPL joined the Canadian Urban Libraries Council and the broader library community to advocate for improved access to econtent for library users; econtent is increasingly popular and meets the needs of a wide range of library users for accessible content, including students and seniors.	
The Library delivered presentations and staffed displays at important City workshops and events such as City Services for Diverse Communities and Small Business Week.	
<b>GOAL: Ensure sustainability in the budget</b>	
Through the Capital budget there was continued focus on the State of Good Repair (SOGR) backlog with renovation projects in 16 branches to address areas such as lighting, washrooms, HVAC, elevators and flooring. The Library also did a comprehensive building audit and identified the scope of the SOGR backlog at \$50 million.	

## 2010 Strategic Plan Achievements

### ATTACHMENT 3

The Infrastructure Stimulus Fund (4.3 million) addressed SOGR work at North York Central Library, Agincourt, Northern District, Richview and Fairview branches. Toronto Reference Library also received support through the Infrastructure fund (3 million).

Effective management of the Virtual Branch Services and Technology Asset Management Program (TAMP) capital funds resulted in upgraded hardware and software to support the implementation of the Library's new website; and planned expansion in access to TPL's digital collections, added disk capacity and support for the large scale digitization project of Canadian history collections.

The operating budget was effectively managed through a combination of efficiencies, reductions and revenue adjustments while maintaining a focus on strategic priorities. Costs were reduced through an ongoing review of services and operations for improvements and efficiencies, institutional service realignment, reductions in branch programming and reduced activities related to collection preservation. Savings were also achieved through an increase to the workstation lifecycle from 4-5 years and reduced printing costs as more programming content was added to the website. Additional fines collection activities and adjustments in room booking revenue also supported effective management of the operating budget during a period of increased demand and increased use.

Highlights
<b>GOAL: Ensure sustainability of staff resources</b>
Training on the Diversity Plan was organized for senior staff; a workforce survey is under development to better understand the workforce composition.
Fulfilled requirements of Ontario Bill 168, Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace) 2009 through a number of initiatives, including a public awareness campaign on the issues of violence in the workplace; courses to support staff in creating a welcoming, supportive and safe environment for the public, including Crisis Prevention, Lock Down Procedures, Dealing with Difficult People or Setting Effective Limits/Giving Bad News.
All Library staff and volunteers received training on the Access for Ontarians with Disabilities Act in compliance with new legislation. To better serve children with special needs, staff training, programming and resource guides were developed through a grant from the Southern Ontario Library Services. Partnerships were established at ten pilot locations across the city, including the Albion Child Care Centre, Centennial Infant and Child Centre, Ontario Early Years Centre, Toronto Catholic District School Board, Toronto District School Board, Toronto Preschool Speech and Language Services, Toronto Public Health, Vita Community Living Services of Toronto, and Yes I Can Nursery. To provide convenient access, a training video on how to conduct story times for children with special needs will be launched on the website in 2011.
<b>GOAL: Ensure sustainability of Infrastructure</b>
Toronto Public Library received awards for several building projects including Bloor/Gladstone (5), Dufferin/St. Clair (2), Jane/Sheppard (1) and S. Walter Stewart (1). Toronto library projects were featured in various publications including American Libraries, Access OLA, Masterpieces Library Architecture and Design, Canadian Interiors and American School and University.
Renovation and state of good repair projects ensure that library buildings reflect current and future customer and community needs and feature accessible, high-quality, and flexible public space. Renovations included: <ul style="list-style-type: none"> <li>• North York Central Library with the refurbishment of the entrance, auditorium and meeting rooms.</li> <li>• Work continues at the Toronto Reference Library, including beginning the work on the entrance cube, expanding the TD Gallery and Browsey area, and the development of a tech wall.</li> <li>• Thorncliffe Branch reopened with more than double the space, complete barrier-free accessibility, a community room and express check-in and check-out and, by September, a 15.5 hour increase in open hours to 65.5 hours per week.</li> <li>• Cedarbrae Branch re-opened after extensive renovations that included increased study space; a KidsStop, a Poetry is Public installation, improved accessibility, and beautiful new community space inside and out. The re-opening also featured the Library's first automated check-in and sorting system to improve staff efficiencies.</li> <li>• Bridlewood Branch moved to a larger location in the Bridletown Mall after a brief closure at the end of the year.</li> </ul>