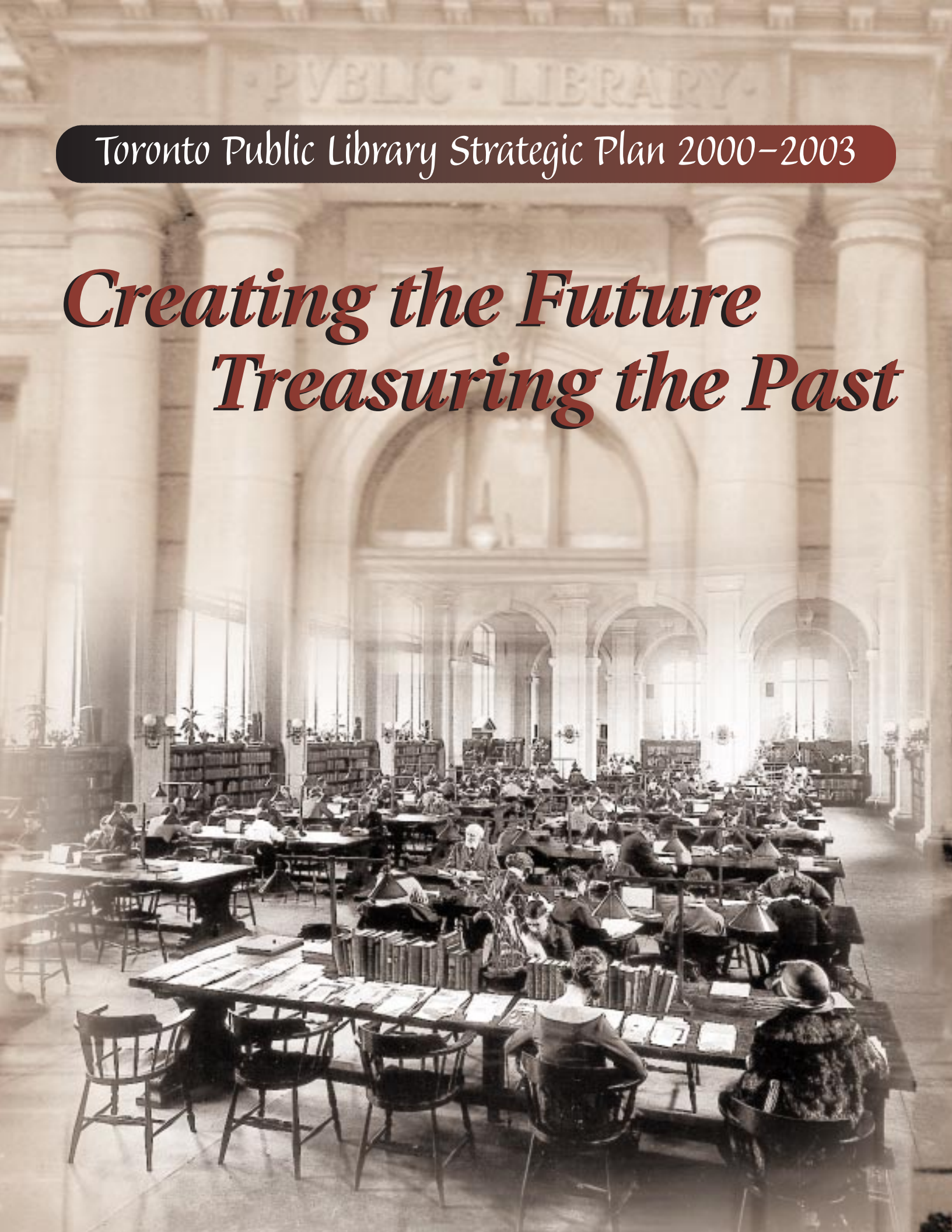


Toronto Public Library Strategic Plan 2000–2003

*Creating the Future
Treasuring the Past*



Images

Covers

Front Top: *Yorkville Library, 1972*

Robert McCallum, City Architect

Front Bottom: *Reference Library Reading Room, College & St. George streets, about 1920*

Wickson & Gregg. A. H. Chapman, Associated Architect

Back: *Toronto Reference Library, 2000*

Raymond Moriyama, Architects and Planners

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Toronto Public Library Strategic Plan 2000–2003

Creating the Future
Treasuring the Past

Message from the Mayor



Mayor Mel Lastman

I am pleased to introduce Toronto Public Library's strategic plan: *Creating the Future, Treasuring the Past*. Toronto Public Library has a rich and proud tradition of serving our citizens for more than a hundred years. It has responded to the changes that have occurred in Toronto and has grown along with the City.

As Canada's largest public library, Toronto Public Library makes a wealth of information available in its 98 branches. With a collection of 12 million items, there is something for everyone at the Library.

Emerging technologies have had a profound impact on public library service. Each of the Library's branches now offers free access to the Internet and a variety of other electronic information resources. The Library's home page and Virtual Reference Library point to thousands of carefully selected Internet sites. But there are still millions of books, videos and CD's, in over 100 languages, just waiting to be borrowed, enjoyed, and shared.

Creating the Future, Treasuring the Past focuses on the future needs of public library users in Toronto, while stressing the importance of preserving Toronto's rich heritage. I urge you to visit your local branch and to experience the joy of reading and discovery that Toronto Public Library extends to everyone.

Message from the Board and the City Librarian

During the first two years of operation of the amalgamated Toronto Public Library much of our activity focused on getting the new system up and running. Many significant milestones have been achieved. City-wide access to a unified Toronto Public Library catalogue is now available. Sunday service has been extended to all regions of the city. More than 40,000 children participated in the highly successful summer reading club. An expanded number of reading support programs for children are offered throughout the city. With this foundation in place, the Library can shift its attention outward and to the future.

Toronto Public Library was created with the new City. It is one of the largest and best used public libraries in North America. Our 98 branches provide service to diverse communities across the city. Our collections are large in scope and rich in coverage. Throughout the development of the Strategic Plan Torontonians have told us how much they value the strong tradition of library service in Toronto.

Libraries are evolving and changing. Traditional services continue to thrive. Children's books still introduce very young readers to stories and ideas that entertain and stimulate the imagination and empower through knowledge. Research collections preserve rare and important materials for future generations. New electronic services open up an exciting range of possibilities. Technology extends service beyond our branches and allows users to have access to a wealth of information including newspapers and magazines 24 hours a day, seven days a week.

The Toronto Public Library Board has been working cooperatively with Torontonians, community groups and library staff to develop a three-year Strategic Plan for Toronto Public Library. Together we have developed a common understanding of the challenges facing the Library and a shared vision of our future. Our new plan builds upon the combined strengths of tradition and innovation.

I would like to extend thanks to members of the public who participated in a focus group, attended a community meeting or sent in comments.



*Rick Goldsmith, CA
Chair, Toronto Public Library Board*

Message from the Board and the City Librarian



Josephine Bryant
City Librarian

Here are some of the themes that emerged from what you told us:

- Emphasize library service for children especially programming and introducing reading.
- Provide homework and research support for youth.
- Improve the catalogue to make it easier to use.
- Provide more materials, current materials, and materials that represent a broad range of topics.
- Increase outreach and marketing to multicultural communities.
- Offer enhanced outreach and programming for seniors.
- Provide libraries that are welcoming, well-signed and accessible.
- Create space in libraries for different uses: study, conversation, or community meetings.
- Open for longer hours, including more Sundays.
- Offer more computers and Internet access in libraries.
- Offer adaptive technology options to people with disabilities.
- Partner with community agencies to promote awareness of library services.
- Recognize that knowledgeable, well-trained staff are an important resource in providing outstanding public service.

With your help and ideas we believe that we have created a Strategic Plan that will strengthen Toronto Public Library and ensure that it will continue to be enjoyed and treasured by the people of Toronto.



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Appendix B: Historical Highlights

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Setting the Context

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Top: *Yonge Street looking north from Asquith Avenue, about 1860*

Yorkville Town Hall, centre background, was the site of Toronto Public Library's first branch, Northern, located here from February 1884 to June 1907, when Yorkville Library opened.

Bottom: *Yonge Street looking north from Asquith Avenue, 2000*

Toronto Reference Library is on the right.

Page 10: *Library customers at Parliament Street Library, 1997*

Page 11: *Newspaper Reading Room, Central Library, Church & Adelaide streets, about 1900*

The Planning Process

The new Toronto Public Library has created its first Strategic Plan. The Plan builds upon the strong tradition of library service in the seven former municipalities. It contains a shared vision of the Library's role in the new City. The Plan outlines how the Library can enrich the lives of Torontonians, celebrate and contribute to Toronto's communities and be a vibrant partner in the civic, cultural and literary life of the City.

The creation of the Strategic Plan began in November of 1999, when the Toronto Public Library Board established a Reference Group of Board Members to work in partnership with a Steering Committee of staff to guide the process. Library Board representatives and staff members held a Visioning Session at which major areas of focus were identified. Nine task teams representing staff from across the organization, including front line and support service staff, were created. Each task team concentrated on a particular area and identified challenges and opportunities for the Library, now and in the future. Careful research and analysis of both the internal library environment and the external environment was completed. Task teams developed contacts with community stakeholders and talked to many of our partners.

Public Consultation

Throughout the creation of the Strategic Plan there was ongoing consultation with members of the public, community agencies and our City Councillors. Interviews, public meetings and focus groups took place. An overview of our consultation process can be found in Appendix A.

Next Steps

Library staff will now create a detailed work plan outlining timelines and success measures for initiatives contained within the Plan. We look forward to reporting about Toronto Public Library's achievements on an annual basis. These reports will be available in library branches and on Toronto Public Library's website: www.tpl.toronto.on.ca

We Heard You Tell Us

I have been using libraries for 45 years. I do not have a formal education. Libraries are my friends.

The library is the nerve centre of a community.

Kids feel comfortable at the library – they can even be noisy!

The local library can be a lifeline, especially if one doesn't have a computer at home.

The library is a wonderful resource, especially the Virtual Reference Library.



Our Changing City

As part of the planning process, library staff identified a number of trends that are changing Toronto Public Library's service environment. The Library must respond to these changes to offer service that is relevant to its customers.

Digital Revolution

The Digital Revolution has brought many changes in the way people access information. Vast amounts of information are available in electronic format on the Internet, accessible from homes and offices across the city and around the world. The actual physical location of information often no longer matters, leading to what the experts have described as the "Death of Distance."



Information Literacy

The Digital Revolution has also brought massive upheaval to the world's economy. The rise of knowledge-based industry has led to changes in the skills that are required for individuals to be successful in the workplace. The value of being able to read and navigate in the new information environment is increasingly important, both for the economic and social well-being of individuals.

Social Polarization

More and more, Toronto is being divided into "haves" and "have nots." The widening income gap is limiting the ability of some people to participate fully in the benefits of the new information age. Children and youth are particularly vulnerable. Without access to computer technology, they are trapped on the wrong side of the "Digital Divide."

Changing Demographics

The demographic composition of the City of Toronto is changing. The population is projected to increase by 500,000 over the next 20 years. It is a population rich in diversity. Toronto is one of the most multicultural cities in the world, with residents born outside Canada making up more than half of the city's population. The proportion of seniors and children in the population is increasing, as the effects of the baby boom continue to be felt.

The Value of Reading and Literary Culture

Torontonians are rediscovering the joy and inspiration of reading. Reading series, book clubs and bookstores are enjoying a revival as prime sources of entertainment and enlightenment. The quest for the "good read" is still very much alive.

The Challenge for the Library

The message for the Library is clear. People require access to information and books just as they always have. There are many more options available for accessing information. These options are not shared equally by all members of society.





*O*ur Vision, Mission, Values

Images

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Top: *Reference Library in the old Toronto Mechanics' Institute building, Church and Adelaide streets, about 1900*

Bottom: *Toronto Reference Library, 2000*

Our Vision, Mission, Values

Our Vision

Toronto Public Library inspires the spirit of exploration, the joy of reading, and the pursuit of knowledge for people of all ages and backgrounds, beginning with the very young.

As cornerstones of their neighbourhoods, our libraries connect people to each other, to their community, and to their hopes and dreams.

Our rich resources provide the opportunity for everyone to treasure the past and to create a future that is full of possibility.

The Library promotes and enriches the democratic, cultural, educational and economic life of our diverse and evolving City.

Our Mission

Toronto Public Library provides free and equitable access to public library services which meet the changing needs of the people of Toronto.

Toronto Public Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment. New technologies extend access to global information beyond library walls.

The Toronto Public Library upholds the principle of Intellectual Freedom.

Effective partnerships enhance library service throughout the city. Toronto Public Library is accountable for the effective management of library resources and for the quality of library service offered to the people of Toronto.

*Our vision
portrays the
Toronto Public
Library of the
future*

*Our mission
describes our
role within the
community and
our service
philosophy*

*Toronto Public
Library staff
are guided by
the following
values in the
provision of
public
service*

Our Values

Accountability

Responsible for our actions

Creativity

Encouraging innovation in how we undertake our work

Equity

Accessibility, diversity and fairness in the treatment of all individuals

Integrity

Open and honest in all our dealings

Participatory

Inclusive and involving in decision-making

Respect

Valuing individual needs, experiences and differences

Vision

Looking beyond where we are today

Service Orientation

Providing quality customer-driven services

Intellectual Freedom

Encouraging the free exchange of information and ideas in a democratic society



Key Areas of Focus

Images

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Top: *Bookmobile service, Scarborough
Public Library, 1956*

Bottom: *Community Learning and
Information Centre, Riverdale Library, 1997*

Key Areas of Focus

Begin with Children and Youth

- Contribute to the positive development of the child, celebrate the joy of reading and encourage lifelong learning.

Customizing for You:

The Best in Services, the Best in Collections

- Develop collections and services for our diverse communities that promote reading, literacy and learning, and preserve our collective past.

Your Local Library:

The Community Cornerstone

- Respect and enhance the role of the library as a vital community resource.

Your Global Library:

Connecting You Virtually

- Build a virtual library that offers online collections and services.

Enriching the Service:

Partnerships for a Better Library

- Promote and engage in partnerships with other organizations that support the achievement of our mutual goals.

Connecting with our Customers:

Market our Services and Collections to the People of Toronto

- Consult with and market our collections and services to the people of Toronto.

Transforming the Organization

- Recognize and support library staff in providing outstanding public service.
- Create an organization that supports the achievement of our service directions.

The Library's Strategic Plan ensures that it fulfills the essential role outlined in our Mission and creates the library described in our Vision. The following areas are emphasized



Begin with Children and Youth

Images

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Top: *Charles R. Sanderson, TPL's chief librarian, at the opening of East York childrens' libraries, 1945*

Bottom: *Artist Heather Collins at the launch of the TD Summer Reading Club, June 2000*

Page 23: *Waiting for the Story Hour, Central Library, College & St. George streets, 1921*

Page 24: *Staff assisting a customer at Fairview Library, 2000*

Begin with Children and Youth

Our Commitment to You:

For Children:

- Increase the promotion of children's literature through special events, author visits, partnerships, and booklists.
- Introduce a children's catalogue that is fun and easy to use.
- Focus on children in high needs areas by providing:
 - More reading support programs
 - Expanded homework clubs
 - Story van for daycares and nursery schools
- Provide more computers and electronic resources for children.
- Provide information literacy programs for children.
- Continue the Library's outreach to all Toronto children and initiate a campaign to ensure every child in kindergarten and Grade 4 is introduced to the public library and offered a library card.
- Offer high quality pre-school programs to children throughout the city.
- Offer programs for school age children that reflect the children's interests.
- Offer programs of interest to families.
- Promote family literacy and use of the public library by working with parent resource centres.
- Provide leadership through training and support to City agencies serving children on how to incorporate reading and storytelling into programs.

The Toronto Public Library contributes to the positive development of the child, celebrates the joy of reading and encourages lifelong learning



Begin with Children and Youth



For Youth:

- Consult directly with youth in the development of library service relevant to them.
- Involve youth in the creation of a Teen Zone on the Toronto Public Library Web Page.
- Develop teen centres in designated branches.
- Offer innovative programs for teens that encourage creativity.
- Support the achievement of youth in school by providing:
 - Increased access to study halls
 - Homework support clubs
 - More high school class visits to District and Research and Reference branches

The most important thing you can do is to cultivate a love of reading and to get them to be competent by browsing through books and checking out books. I am already doing that with my daughter.

Bill Gates

Toronto's youth are a very diverse group of individuals. They come from many parts of the world. Like all people, they aspire to satisfying, independent lives. For some this goal will be achieved with little difficulty. Others will face a variety of barriers both large and small.

*Councillor Olivia Chow
Children & Youth Advocate,
Profile Toronto Youth*



Customizing for You: The Best
in Services, the Best in Collections

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Top: *Book-Lovers' Evening at Beaches Library, about 1930*

Bottom: *Northern District Library, 1992*

Page 27: *John Graves Simcoe, portrait by Jean Laurent Mosnier, 1791, from the Toronto Reference Library, Canadian Historical Picture Collection*

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Top: *Pierre Berton reading, Toronto Reference Library, 1998*

Bottom: *Mo Yan reading, Toronto Reference Library, 2000*

Page 29

Top: *Languages Centre, Toronto Reference Library, 1999*

Bottom: *Centre for People with Disabilities, Toronto Reference Library, 2000*

Customizing for You: The Best in Services, the Best in Collections

Our Commitment to You:

To provide library materials that meet the needs of our diverse customers.

- Make new and popular materials available quickly.
- Introduce new formats as they emerge, for example, DVDs and e-books.
- Improve high demand subject areas of the collection, for example, science and technology, consumer health, small business.
- Expand city-wide access to French and multicultural collections.

To build, preserve and promote special and research collections.

- Acquire and preserve materials for future generations.
- Showcase the Library's special collections through exhibitions, publications, outreach and programs.
- Digitize rare collections to make them accessible throughout the city and around the world.
- Work collaboratively to enhance special collections and services through donations, grants and partnerships.
- Provide and develop staff subject expertise to offer quality customer service, collection development and to broaden the awareness and understanding of special collections.

To improve access to the collection.

- Deliver requested materials to customers more quickly.
- Make the catalogue easier to use.
- Add new features to the catalogue including book reviews, images of book covers and links to digital books.
- Introduce a children's catalogue which is fun and easy to use.
- Enable users to locate books, magazines and websites with a single search.
- Offer the option of fee-based delivery of requested materials.
- Improve searching and access to multilingual material through the catalogue.

Toronto Public Library collects materials and creates services and programs to appeal to people of all backgrounds, ages and abilities



Customizing for You: The Best in Services, the Best in Collections

The Toronto Public Library features the following special and research collections:

■ *Art Room Collection (including Canada Trust Audubon Collection, and rare books and manuscripts in the performing arts)*

■ *Arthur Conan Doyle Collection (including Sherlock Holmes)*

■ *Baldwin Room Collection of primary source material relating to the history of Canada*

■ *Genealogy and Local History Collections*

■ *Merril Collection of Science Fiction, Speculation and Fantasy*

■ *Osborne Collection of Early Children's Books*

■ *Urban Affairs Library*



- Introduce convenient printing options from library computers.
- Introduce self-serve options for check-out and check-in of material.

To provide information services to all users, drawing upon both traditional and digital formats.

- Answer information questions quickly, accurately and to the customer's satisfaction in all locations.
- Provide members of the public the opportunity to link with staff subject specialists from any library branch location.

To develop user education programs to teach customers how to access the Library's resources, particularly those in electronic format.

- Create training programs that emphasize library services of particular interest to different groups, for example, seniors, students, immigrants, newcomers, persons with disabilities and owners of small businesses.
- Create more electronic classrooms for hands-on training.
- Offer information literacy training to promote informed use of the Internet and other electronic sources of information.

To enhance Toronto Public Library's contribution to the literary life of the city.

- Offer a stimulating mix of author readings, performances, writer-in-residence programs, discussions, book clubs, exhibitions and other cultural events that reflect the diversity of Toronto.
- Renew and revitalize the art of recommending a good book both in person and electronically.
- Establish the Toronto Reference Library as a location of choice for high profile City events, e.g. the City of Toronto Book Awards.
- Establish partnerships to support a vibrant Canadian publishing industry.
- Renew the role of Toronto Public Library as the centre for children's literature in Toronto through partnerships and promotion.

To offer literacy support for adults.

- Expand adult literacy programs, collections and services to high needs areas of the city.

To develop multicultural services that enable and encourage participation in Canadian society, and provide links to cultures of origin and bridges between generations and cultures.

- Introduce the library to newcomers through outreach programs.
- Offer storytimes in other languages in addition to English.
- Expand English as a Second Language collections and offer classes throughout the city in partnership with other institutions.
- Offer cultural programming for adults in other languages in addition to English.
- Offer literary and cultural programs that celebrate and promote the diversity of Toronto.
- Introduce access to electronic services which allow customers to use the computer in other languages.

To expand Toronto Public Library's customer base by developing and implementing service plans for "twenty-somethings," seniors, and people with disabilities.

- Promote relevant services and programs to "twenty-somethings," for example, Career Bookmarks Gateway, Virtual Reference Library, Write Hip Café.
- Offer interesting programs to seniors including book talks, lecture series and technology training.
- Provide access to library service for people who cannot come to the library because of age or disability.
- Minimize barriers to library services and programs for everyone including adults and children with disabilities.

The Toronto Public Library collection includes over 12 million items in 100 languages and a variety of formats including books, magazines, newspapers, audio-cassettes, videos, compact discs, CD-ROMs and electronic databases.





Your Local Library: *The Community Cornerstone*

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Top: *Rendering by Chapman & McGiffin, Architects, of Dovercourt (now Bloor/Gladstone) Library, 1911*

Bottom: *Rendering by Moffat Kinoshita Architects Inc., of the proposed Leaside Neighbourhood Library, 2000*

Page 33: *Lillian H. Smith Library, 1995*

Phillip H. Carter, Architect. Photograph by Peter Chisholm/Robert Burley Design Archive

Your Local Library: The Community Cornerstone

Our Commitment to You:

To work with local communities to ensure that local needs are met.

- Establish convenient methods for the public to comment on local library service and branch issues.
- Enhance services at individual libraries which reflect the unique needs of their communities, for example, branches with collections and displays reflecting issues of local interest, including local history, culture and the environment.

To provide attractive, functional libraries with high street visibility.

- Continue to develop our branches through a building and renovation program for Neighbourhood, District and Research and Reference Libraries.
- Revitalize the Toronto Reference Library by transforming the main floor and street space into vibrant public space with an exciting mix of displays, galleries, information commons and a library giftshop.
- Ensure Toronto Public Library branches are instantly recognizable by developing a distinctive visual image through signage, graphics and colour.
- Design libraries with spaces that appeal to different groups of people engaging in different activities, for example, seniors socializing, youth studying, parents reading to children.
- Improve the accessibility of all our branches through barrier-free design.
- Ensure that all library branches are welcoming, safe and clean.
- Extend the energy management program to more branches to increase energy efficiency.
- Sell refreshments in busy locations.
- Install more drop boxes for after-hours book returns.

To offer convenient consistent hours.

- Develop schedules of branch open hours that balance consistency and local use patterns.
- Extend open hours on Sundays and weekdays.

Toronto Public Library recognizes that library branches reflect the communities they serve. They are welcoming and highly visible within the community. Libraries serve as community meeting spaces





Your Global Library:
Connecting You Virtually

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Top: *Teletype machines, Interloan
Department, Toronto Public Library, 1970*

Bottom: *Youth at Fairview Library, 2000*

Page 37: *User Education Centre at Fairview
Library, 2000*

Page 38

Top: *Logo for the Virtual Reference Library*
<http://vrl.tpl.toronto.on.ca>

Bottom: *NewsConnect Gateway, Virtual
Reference Library, 2000*

Your Global Library: Connecting You Virtually

Our Commitment to You:

To minimize barriers to access, especially for those separated by the “Digital Divide.”

- Introduce more computers.
- Investigate and expand adaptive technologies both in the library and remotely to support access for people with disabilities.

To expand our digital collections.

- Create specialized information products that address the need for Canadian content, for example, Canadian Visual Artists, Song Index, Theatre in Canada, Scientific Biography Index.
- Make libraries key locations for accessing government information.
- Expand access to library collections and databases from home, school and office through the Virtual Reference Library.

To offer virtual services and programs.

- Offer library programs on the Web, for example, Meet the Author, Writer-in-Residence for Youth, online book clubs.
- Expand e-mail reference services, including improved turn around time, more in-depth service, and online interaction with a reference librarian.
- Deliver user education programs online through self-paced virtual workshops/tutorials.
- Provide personalized e-mail alerts of new books, upcoming programs and holds notification.
- Allow users to create personalized versions of the Toronto Public Library home page, for example, My Toronto Public Library.
- Offer additional services online including registering for programs or a library card, booking for rooms and computers, and direct payment of fines and services.
- Help users find information about books, authors and book clubs on the Web.

The virtual library enables our services and collections to be accessed from within library buildings and from beyond our walls across the city and around the world, 24 hours a day, seven days a week





To increase the ease of use of the virtual library.

- Redesign the Toronto Public Library Web Page so it provides an excellent multilingual introduction to the services of Toronto Public Library in a convenient user friendly way.
- Create a simpler interface to electronic services through improved design and navigation.
- Expand the Virtual Reference Library through the development of specialized subject areas or gateways, for example, access to international newspapers.
- Offer proactive assistance and instruction to computer users at workstations.





Enriching the Service: *Partnerships for a Better Library*

Images

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Top: *Military Camp Library, Exhibition Park, 1939*

Bottom: *Toronto Star presents a \$2.5 million gift to Toronto Public Library, 26 March 1999*

Left to right: Mayor Mel Lastman, John Honderich, publisher of The Toronto Star and president of Torstar Daily, City Librarian Josephine Bryant, Board Chair Rick Goldsmith and Richard Boxer, Chair of the Toronto Public Library Foundation.
Photo courtesy of The Toronto Star.

Page 41: *Toronto Public Library, Alexander Muir School, 1955*

Page 42: *Friends of the Osborne Collection of Early Children's Books brochure*

Enriching the Service: Partnerships for a Better Library

Our Commitment to You:

To seek partners to develop innovative electronic services.

- Create new electronic services in partnership with other organizations that complement Toronto Public Library's own resources.
- Partner with volunteer and small business organizations to develop training programs for the public.
- Work with electronic publishing partners to develop online tutorials.
- Partner with public television to provide materials that support their programs.

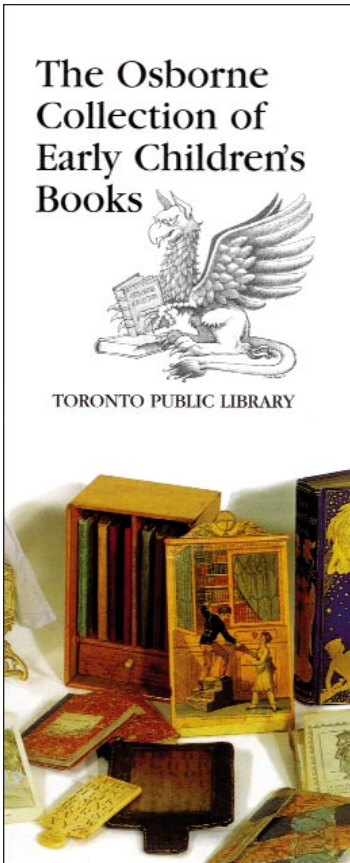
To work with City and community organizations, including schools, to promote awareness of library service and explore opportunities for cooperative initiatives.

- Establish regular communication between Toronto Public Library and School Boards and other educational institutions to achieve mutual goals.
- Make the Toronto Public Library catalogue and electronic resources available in every Toronto school.
- Offer electronic resources training to teachers during professional development days.
- Strengthen links with agencies and cultural groups serving people with disabilities, multicultural communities and Aboriginal groups.
- Participate in City initiatives, for example, the Children and Youth Action Committee.
- Take a leadership role in professional development in the library community through the practice of excellence and innovation in library service.
- Respond to City initiatives such as the Heat Warning Program for the homeless and seniors.

Toronto Public Library will actively pursue partnerships with both public and private sector organizations to extend and expand the services that the Library can provide



Enriching the Service: Partnerships for a Better Library

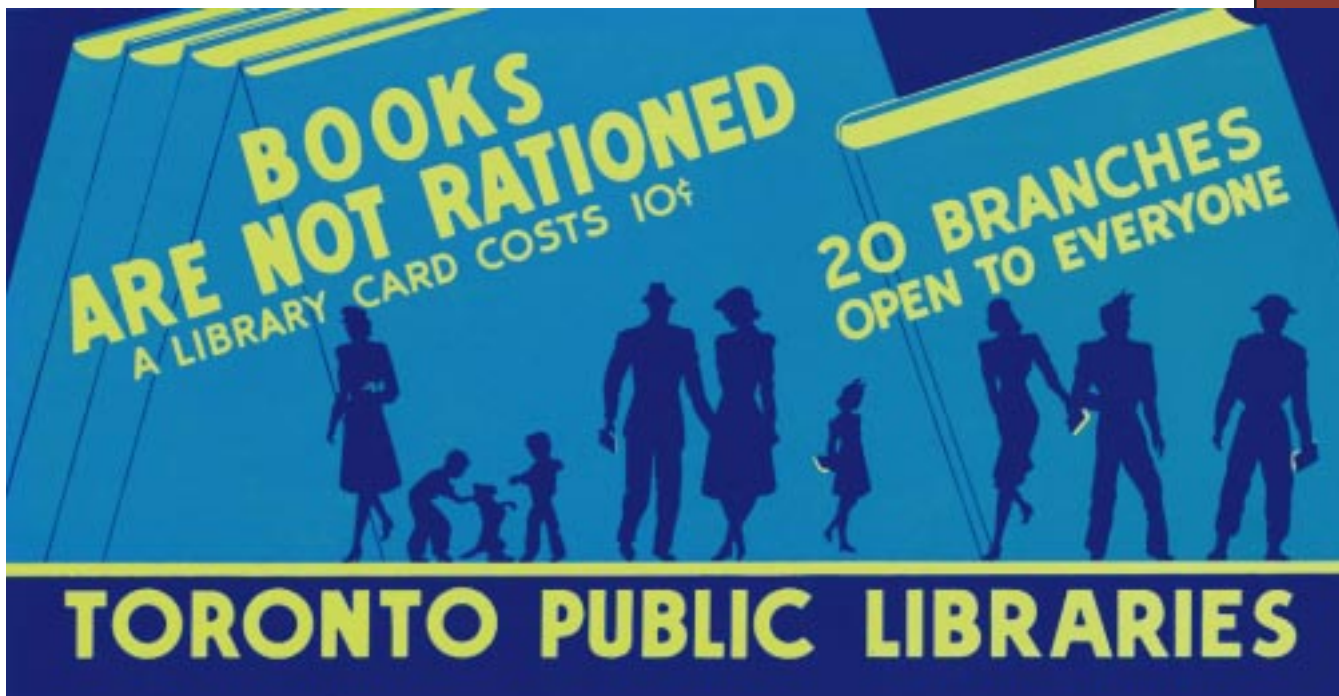


To pursue opportunities for joint facilities.

- Build libraries in joint facilities where it is beneficial for all parties.

To work with the Toronto Public Library Foundation and the Friends of the Library to maximize donations, grants and sponsorships that will enhance library services.

- Identify and prioritize projects arising from our strategic plan that require additional funding.
- Develop project descriptions including goals, timelines and budgets for these projects.
- Work collaboratively with the Foundation and the Friends as they develop appropriate fundraising or sponsorship strategies and proposals.



Connecting with Our Customers:
Market Our Services and
Collections to the People of Toronto

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Top: *Colour poster used in street car
publicity, 1942*

Bottom: *Promotional materials, 2000*

Page 45: *Citizens' Advisory Committee, High
Park Library, 1977*

Connecting with Our Customers: Market Our Services and Collections to the People of Toronto

Our Commitment to You:

To utilize market research and use analysis tools to develop knowledge of our customers.

- Develop a model for citizen participation.
- Ensure library service responds to the changing and diverse needs of the people of Toronto by gathering customer input including conducting surveys, holding public meetings and analyzing library use.

To develop communications strategies aimed at reaching a variety of target markets.

- Increase public awareness of the Library's electronic resources.
- Create a marketing plan identifying annual priorities for promoting services to particular target groups.
- Promote the librarian's unique role as navigator in the new information world.
- Develop a brand identity for Toronto Public Library.



Toronto Public Library will adopt a marketing approach to its collections and services. We will develop a sophisticated understanding of our customers and their needs, create services and collections that serve these needs, and communicate back to our customers to build awareness of our services



T*ransforming the Organization*

Images

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Top: *Reference Library Staff, about 1895*

Bottom: *Metropolitan Toronto Reference
Library Staff, 1996*

Transforming the Organization

Our Commitment to You:

To support and value library staff as a key component of outstanding public library service.

- Encourage and reward outstanding public service through a staff recognition program.
- Determine core competencies for staff in all parts of the organization.
- Support outstanding public service by developing a comprehensive staff training and development program including training for staff to provide better service to children, youth, people with disabilities, seniors and multicultural communities.

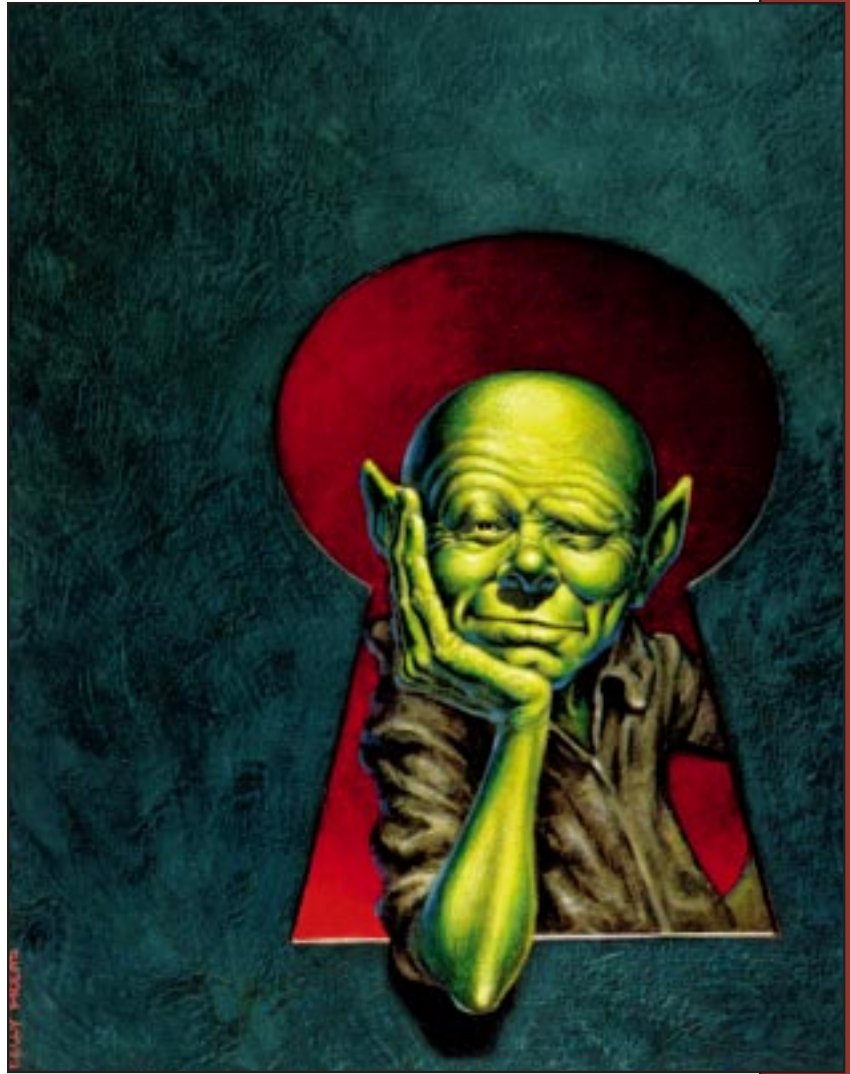
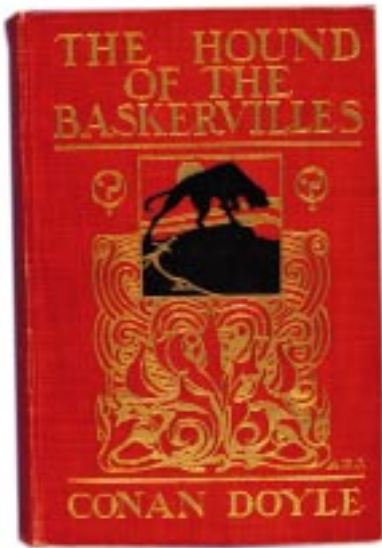
To strengthen internal communication.

- Develop an Intranet system that organizes information and provides access to knowledge databases, policies, procedures, and human resources information.
- Publish a staff newsletter.

To create an information technology infrastructure that supports the Library in achieving its strategic directions.

- Maintain a reliable, stable and fast network infrastructure.
- Enhance support through a regular upgrade cycle for network and desktop technology.
- Develop information technology guidelines that promote ease of use for customers and staff, both in the library and via remote access.

The organization of Toronto Public Library is evolving both in response to amalgamation and to future service priorities. In recognition of the key role of staff in providing outstanding service, the Library offers ongoing programs for staff development. The Library ensures that its physical and technical infrastructure enhances public service



Appendix

Images

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Top Left: *Barn Owls* by John James Audubon, Plate 171, from the Toronto Reference Library, Canada Trust Audubon Collection

Middle Left: *The Hound of the Baskervilles*, book by Arthur Conan Doyle, 1902, from Toronto Reference Library, Arthur Conan Doyle Collection

Top Right: *Martians, Go Home*, original art by Kelly Freas, 1954

Reproduced by permission of the Friends of the Merrill Collection of Science Fiction, Speculation and Fantasy

Bottom: *The Story of the Three Bears*, manuscript by Eleanor Mure, 1831, from the Osborne Collection of Early Children's Books

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Top: *Scarborough Memorial Centennial Library, about 1996*

Built in 1896 to commemorate the 100th anniversary of European settlement in Scarborough, this building on St. Andrew's Drive continued to be used as a public library until 1961, when Bendale Branch opened.

Bottom: *North York Central Library*

Moriyama & Teshima Architects. Photograph by Lucy Rahmer

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Top: *G. A. Reid murals, Earls court (now Dufferin/St. Clair) Library, about 1926*

During 1926, George A. Reid and his assistants painted panels on four walls of this library to represent various aspects of "Community Life." Lorna Claire and Doris McCarthy painted additional murals a few years later. The murals were covered when the branch was modernized in 1964. A partial restoration of the murals currently is being explored in consultation with the local community.

Middle: *Oakwood Village Library & Arts Centre, about 1997*

A. J. Diamond, Donald Schmitt & Company Architects and Planners

Bottom: *Don Mills Library, about 1961*

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Top: *Burrows Hall Library, 1998*

Kuwabara Payne McKenna Blumberg Architects with Patrick Chan Architect. Photograph by Kerun Ip

Middle: *Beaches Library, about 1923*

Eden Smith & Sons, Architects

Bottom: *Alderwood Library, 2000*

G. Bruce Stratton Architects

Appendix A

Consultation for the Strategic Plan

Process

Through the planning process for the Strategic Plan, Toronto Public Library actively sought suggestions and comments from members of the public, community agencies and Library staff. The resulting Strategic Plan was shaped by this input and reflects the hopes and expectations of Torontonians for their library service.

Specific consultation strategies varied by participant group. Two focus groups were held for City Councillors and a copy of the draft plan was mailed to them. City partners including Parks and Recreation, Community and Neighbourhood Services, Urban Planning and Development, Boards of Education and day care providers were interviewed. Focus groups were held with community agencies providing services to seniors, people with disabilities, employment centres and the multicultural communities of Toronto. Representatives from the Ministry of Citizenship, Culture and Recreation and community colleges were interviewed. The Ontario Strategic Directions Council, the policy body for public libraries in Ontario, and the Ontario Library Association were also consulted.

Friends groups play a vital role in supporting and enhancing the Library's collections and services and their participation in the strategic planning process was essential. Focus groups were held with the Friends of the North and South regions as well as with the Executives of the Friends of the Merrill Collection of Science Fiction, Speculation and Fantasy, the Arthur Conan Doyle Collection and the Osborne Collection of Early Children's Books.

Members of the public were invited to participate in the strategic planning process in a number of ways. Focus groups were held throughout the city specifically targeting parents and caregivers, seniors, students and youth and representatives of small businesses. Interviews were conducted with users of the Library's special collections. The draft Strategic Plan was distributed to all 98 library branches and posted on the Toronto Public Library website with a backgrounder summarizing the process and key findings and a comments form encouraging suggestions. Six public consultation meetings were held in all regions of the city at



*Appendix A
 Consultation for the Strategic Plan*



which a presentation on the plan was given by the regional Director and informal discussions were held. Board Members and Library staff attended these meetings to answer questions and talk informally with members of the public.

***Public Focus Groups
 (April 2000)***

Parents/Caregivers	Danforth Coxwell Library Thorncliffe Library
Seniors	North York Central Library Brentwood Library
Students/Youth	Cedarbrae Library Toronto Reference Library



***Stakeholder Focus Groups
 (March-April 2000)***

City Councillors	Toronto City Hall Library
Service providers for people with disabilities	North York Central Library
Friends of the Library	Toronto Reference Library
Teachers	Toronto Reference Library
Multicultural service providers	Toronto Reference Library
Small business organizations and employment centres	Northern District Library
Agencies serving seniors	North York Central Library



***Special Research Collection Focus Group
(May-June 2000)***

Merril Collection of Science Fiction, Speculation and Fantasy	Lillian H. Smith Library
Friends of the Arthur Conan Doyle Collection	Toronto Reference Library
Friends of the Osborne Collection of Early Children's Books	Lillian H. Smith Library



***Public Meetings
(May 2000)***

Barbara Frum Library
Northern District Library
Queen Saulter Library
Agincourt Library
Richview Library
Toronto Reference Library



***Staff Focus Groups
(January-May 2000)***

Toronto Reference Library
North York Central Library
Lillian H. Smith Library
Cedarbrae Library
Oakwood Village Library and Arts Centre



Appendix B

Toronto Public Library Historical Highlights

- 1882 *Free Libraries Act passed by the Ontario Legislature*
- 1883 *Free Library By-Law approved for Toronto*
- 1884 *Toronto Public Library opened in Mechanics' Institute building, Church and Adelaide streets*
- 1885 *Books in German and French bought, the beginnings of the library's multilanguage collections*
- 1887 *Policy to collect Canadiana established*
- 1903 *Carnegie grant of \$350,000 for a new central library and three branches: Yorkville (1907), Queen & Lisgar (1909-1964), and Riverdale (1910). A second Carnegie grant of \$50,000 in 1915 built Beaches, High Park, and Wychwood branches. Libraries at West Toronto (Western, now Annette Street, 1909), Weston (1914), and Mimico (1915-1966) were also constructed with funds from the Carnegie Corporation of New York*
- 1909 *Toronto Reference Library opened at College and St. George street*
- 1909 *Open shelf system adopted allowing borrowers to retrieve books themselves instead of asking library staff*
- 1911 *Municipal Reference Library opened in City Hall*
- 1912 *Dewey Decimal system of classification adopted for all books except fiction*
- 1912 *Children's Services started with the hiring of Lillian H. Smith to head the Children's Department; story hours inaugurated*
- 1923 *Canadian Catalogue of Books started, an annual list of "books published in Canada about Canada, as well as those written by Canadians." Taken over by the National Library of Canada in 1951*
- 1930 *Central circulating library added to the Reference Library*
- 1930 *Library service extended to homes for the aged and hospitals*
- 1949 *The Osborne Collection of Early Children's Books presented to the Toronto Public Library Board by Edgar Osborne. The collection represents English children's literature from the 14th century up to 1910*
- 1950 *Etobicoke Public Library Board established. With the amalgamation in 1967 of the Township of Etobicoke with the towns of Mimico, New Toronto, and Long Branch, the Library Board had ten branch locations, increasing to 13 by 1997*
- 1955 *North York Public Library Board established with a bookmobile and two small libraries on Yonge Street. It embarked on a tiered model of service with a central library, and regional and satellite branches. By 1997 it had grown into a system of 19 library locations*
- 1955 *Scarborough Public Library Board established, bringing together the Agincourt, Highland Creek and Scarboro library associations. By 1997, it had developed into a system of 19 libraries including neighbourhood and community branches, and three district libraries*
- 1967 *Public library boards at Forest Hill (est. 1954) and Swansea (est. 1923) amalgamated with Toronto Public Library Board, when their municipalities became part of the City of Toronto*
- 1967 *The Township of East York and the Town of Leaside amalgamated to form the Borough of East York. The East York Public Library Board established, amalgamating the public library boards of the former Township of East York (est. 1946) and the Town of Leaside (est. 1944). By 1997 it had five branch locations*
- 1967 *Borough of York Public Library formed bringing together library facilities from York Township and the Town of Weston; by 1997 it had six branch libraries*
- 1967 *Metropolitan Toronto Library Board established. The Central Library collection and other special collections were transferred from the Toronto Public Library Board to the new metro board*
- 1970 *Judith Merrill donated to the Toronto Public Library her collection of 5,000 items, the beginning of the Merrill Collection of Science Fiction, Speculation and Fantasy*
- 1977 *New Metropolitan Toronto Library opened at 789 Yonge Street at Asquith Avenue*
- 1997 *The City of Toronto Act (Bill 103) passed by the Ontario Legislature, amalgamating the seven existing municipal governments of Metropolitan Toronto*
- 1998 *Seven library boards in Metropolitan Toronto united into one library called the Toronto Public Library, with 98 locations, the largest public library system in North America serving a population of 2.3 million*
- 1999 *Integrated online catalogue of the Library's collections completed, giving unified access to nine million books, magazines, CDs, CD-ROMs and other materials in a hundred different languages*
- 1999 *Virtual Reference Library launched, providing Internet access to information on key subject areas through a series of gateways, digitized collections and research databases*
- 2000 *Installation of more than 450 Internet workstations acquired through a grant of \$2 million from the Bill and Melinda Gates Foundation*
- 2000 *Strategic Plan prepared to guide Toronto Public Library into the new millennium*

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