

2010 Annual Performance Measures and Strategic Plan Update

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| Date: | June 7, 2011 |
| To: | Toronto Public Library Board |
| From: | City Librarian |

SUMMARY

This report presents Toronto Public Library's 2010 annual performance measures and strategic plan update.

Toronto Public Library is a leader in the provision of public library services, offering a wide range of services and programs to address community needs. In 2010, the Library had a successful year with increased usage by Toronto residents.

FINANCIAL IMPACT

There is no financial impact associated with this report.

The Director, Finance & Treasurer has reviewed this financial impact statement and is in agreement with it.

ISSUE BACKGROUND

Library staff members report annually to the Board on the Toronto Public Library's strategic plan achievements and annual performance measures with benchmarking information that places the Library's performance in the context of other municipal library systems.

COMMENTS

2010 ANNUAL PERFORMANCE MEASURES

2010 was a successful year for Toronto Public Library with residents' use of library services increasing. Performance measures reflect established trends in library usage. Increasingly, residents visit library branches to access wireless service, borrow materials, and attend library programs or access study space. In-person information requests and in-library use of materials still represent a significant percentage of overall library usage, but are not growing in usage.

Increasingly, information is accessed online as shown by increased usage of the Library's website.

| Measure | 2010 | 2009 | % change |
|----------------------|------------|------------|----------|
| Circulation | 32,324,416 | 31,271,072 | 3.4% |
| Visits | 18,352,210 | 17,554,470 | 4.5% |
| Workstation Users | 5,993,062 | 6,130,523 | -2.2% |
| Wireless Sessions | 1,115,697 | 677,364 | 64.7% |
| Program Attendance | 791,231 | 750,200 | 5.5% |
| Programs Offered | 28,706 | 27,862 | 3.0% |
| In-library Use | 7,808,931 | 7,959,072 | -1.9% |
| New Registrations | 168,976 | 161,857 | 4.4% |
| Information Requests | 7,484,286 | 7,730,028 | -3.2% |
| Virtual Visits | 27,003,433 | 23,393,920 | 15.4% |

Beyond the overall trends highlighted above, several factors impacted library usage:

- The re-opening of several renovated branches with new features to address resident needs, including expanded study space, and express check-out to improve efficiency.
- An increase in programs supporting information literacy, including online library resources.
- Strong media promotion of the Library including literary and cultural programs.
- A registration campaign resulting in a 4.4% increase in new registrations increasing the registration rate to 53.2% of Toronto's population.

The 2010 Library performance measures, including individual branch results are detailed in *Branch Summary Statistics: January to December 2010* (Attachment 1) and *Electronic Summary Statistics: January to December 2010* (Attachment 2).

A number of branches were closed for renovation during 2010 including Brentwood, Cedarbrae and Northern District.

Circulation

In 2010, overall circulation increased 3.4% from 31.2 million in 2009 to 32.3 million in 2010.

By Format

Circulation of e-titles including e-books, e-audio and e-videos increased 70.3%, although e-titles still represent only 0.8% of overall circulation. Providing increased access to e-content is an efficient method of coping with increased demand, and TPL is working with the broader library community and publishers to improve access. Circulation of print materials remained relatively stable while there were increases in audiobook (10.9%), and DVD (18.9%) circulation. Circulation of CDs dropped 4.9% reflecting the trend of downloading music for portable devices.

Holds

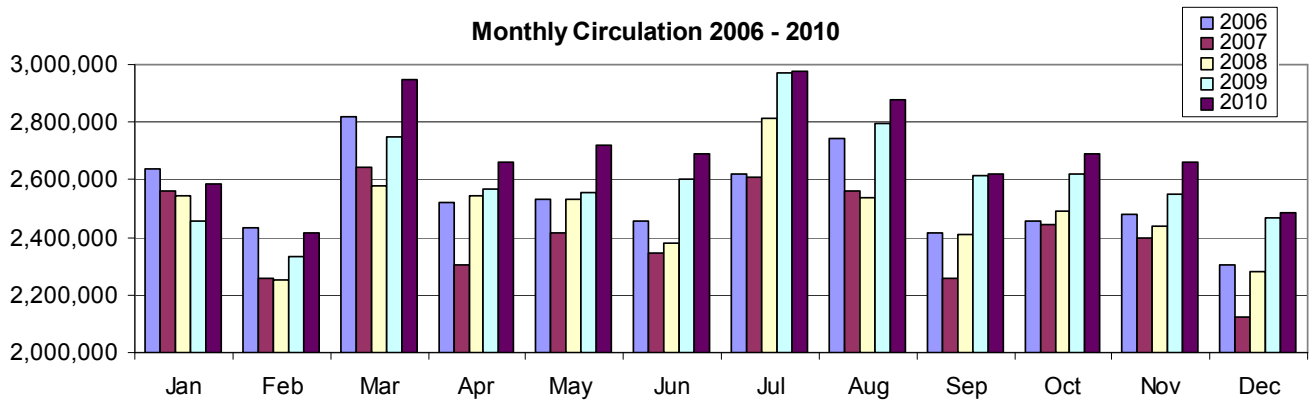
The number of holds filled increased 8.5% in 2010 and represented 13.3% of overall circulation. A number of initiatives have been introduced to support users accessing collections through browsing, including Best Bets, non-reservable collections of popular material and increased number of displays.

By Day

Circulation is a significant driver of library visits. Overall, the greatest number of items circulated on Tuesday and Saturday; on a per-hour basis, circulation is highest on Sunday, followed by Saturday and Monday.

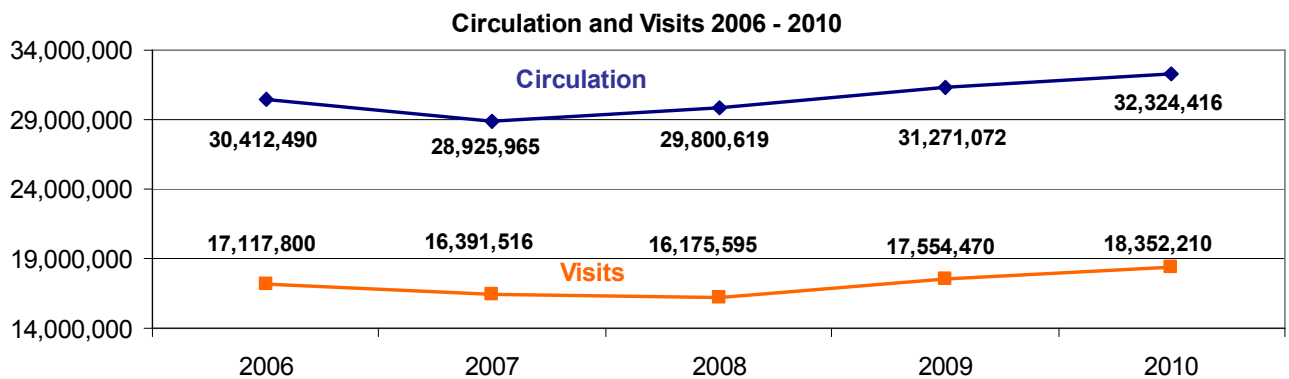
By Month

The circulation increase was distributed throughout 2010 reflecting the broad range and types of users who access library services beyond the school year. Every month showed higher circulation than 2009. July 2010 was the busiest month in the last ten years. With the exception of January and February, every month reported the highest circulation in the past five years. Based on the average of the past five years, the busiest months in descending order were July, March, August and January. The least busy months in ascending order were December, February, September and June.



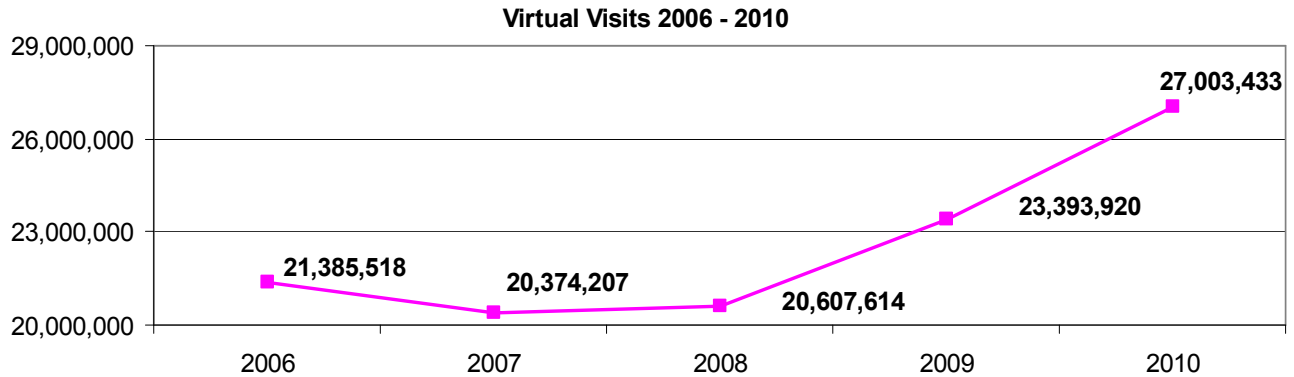
Five Year Trend

From 2006 to 2010, circulation increased 6.3%, which reflects the trend in visits, which increased 7.2%.



Virtual Visits

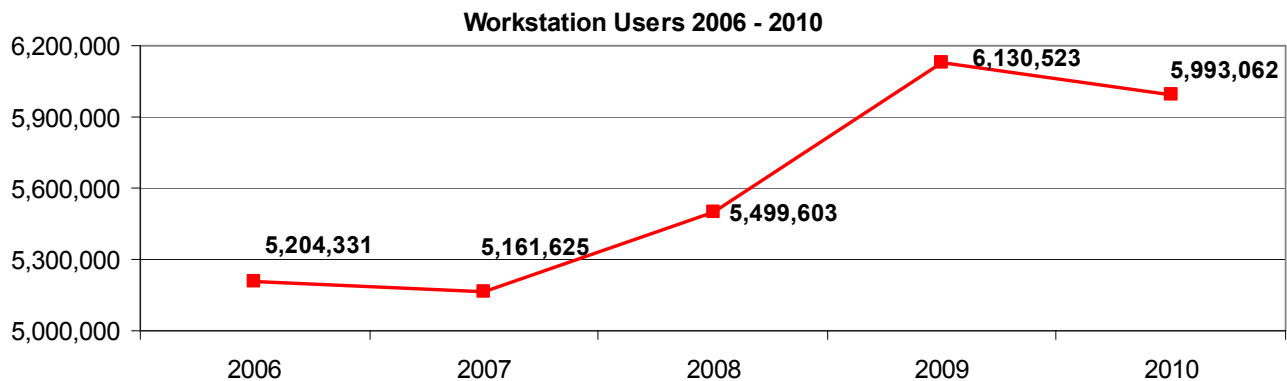
In 2010, visits to the Library website increased 15.4% to 27,003,433. Since 2006, virtual visits have increased 26.3%.



Wireless and Workstation Use

Since the introduction of wireless service in 2008 usage has grown dramatically. In 2010, wireless use increased 64.7% over 2009.

Overall usage of library workstations also increased, although there are a finite number of workstations. The decline in 2010 is related to the closure of a number of library branches for renovation reducing the overall number of workstations available to library users and the increase in wireless use.



Programs

The number of programs offered increased 3.0%, with a corresponding increase in attendance of 5.5%. There were substantial increases in program attendance for preschoolers (20.3%), adults (24.6%) and seniors (44.0%). Programs offered in library branches reflect community needs. Many programs are delivered through partnerships increasing access to programs related to employment, newcomers, ESL, and cultural activities.

BENCHMARKING LIBRARY SERVICES: 2009

Toronto Public Library's services and programs have been developed to address the unique needs of Toronto's diverse urban population. Benchmarking the Library's performance against international, North American and Canadian comparators places the service within the context of other municipalities.

International

Toronto Public Library is the largest neighbourhood-based library in the world. In 2009, Toronto Public Library had one of the highest circulation per capita (12.5) compared to other international or North American library systems serving a population base over 1.5 million.

North America

Within North America, Toronto Public Library had the highest circulation and visits per capita when compared to other large urban systems. Toronto Public Library also ranked first in the number of branches, and offers the highest square footage per capita. Toronto Public Library inherited an existing infrastructure with library amalgamation in 1998.

How We Compare 2009

| Library Systems | Population Served | # of Branches | Square Footage | Sq. Ft./Capita | Total Circulation | Circ/ Capita | Total Visits | Visits/ Capita |
|---------------------------------------|-------------------|---------------|------------------|----------------|-------------------|--------------|-------------------|----------------|
| Toronto Public Library | 2,503,281 | 99 | 2,214,022 | 0.88 | 31,271,072 | 12.49 | 17,554,470 | 7.01 |
| Queens, New York (NY) | 2,293,007 | 61 | 860,710 | 0.38 | 23,492,195 | 10.25 | 14,260,202 | 6.22 |
| New York City, New York (NY) | 3,313,573 | 87 | 1,367,328 | 0.41 | 21,402,082 | 6.46 | 15,508,120 | 4.68 |
| Brooklyn, New York, (NY) | 2,465,326 | 58 | 1,014,431 | 0.41 | 17,310,876 | 10.25 | 12,913,748 | 5.24 |
| Los Angeles Public Library (CA) | 4,045,873 | 73 | 1,383,704 | 0.34 | 16,524,292 | 4.08 | 16,041,407 | 3.96 |
| Chicago Public Library (IL) | 2,896,016 | 78 | 1,755,467 | 0.61 | 9,983,590 | 3.45 | - | |
| Miami-Dade Public Library System (FL) | 2,121,798 | 46 | 723,177 | 0.34 | 8,900,065 | 4.19 | 7,890,048 | 3.72 |
| San Antonio Public Library (TX) | 1,622,899 | 24 | 504,821 | 0.31 | 6,947,830 | 4.28 | 5,300,151 | 3.27 |
| Houston Public Library (TX) | 2,245,108 | 37 | 813,068 | 0.36 | 6,885,709 | 3.07 | 5,302,920 | 2.36 |

Source: Public Library Data Survey (PLDS) 2010 (based on 2009 data).

Canadian

Within the Canadian context, Toronto Public Library had the highest overall circulation and visits, and ranked fourth in circulation per capita, third in visits per capita and second in square footage of library space per capita.

Canadian Libraries Serving a Population Over 500,000

| Library Systems | Population Served | # of Branches | Square Footage | Sq. Ft./Capita | Total Circulation | Circ/ Capita | Total Visits | Visits/ Capita |
|---|-------------------|---------------|------------------|----------------|-------------------|--------------|-------------------|----------------|
| Toronto Public Library | 2,503,281 | 99 | 1,863,496 | 0.74 | 31,271,072 | 12.49 | 17,554,470 | 7.01 |
| Montréal – Réseau des bibliothèques publiques de Montréal | 1,620,693 | 44 | 685,573 | 0.42 | 9,834,250 | 6.07 | 6,284,226 | 3.88 |
| Calgary Public Library | 1,042,892 | 17 | 428,361 | 0.41 | 16,012,748 | 15.35 | 5,554,980 | 5.33 |
| Ottawa Public Library | 908,390 | 33 | 424,582 | 0.47 | 10,692,133 | 11.77 | 5,005,050 | 5.51 |
| Edmonton Public Library | 782,439 | 17 | 428,420 | 0.55 | 12,014,589 | 15.36 | 5,923,814 | 7.57 |
| Mississauga Library System | 730,000 | 18 | 406,666 | 0.56 | 8,235,708 | 11.28 | 4,449,550 | 6.10 |
| Winnipeg Public Library | 675,100 | 20 | 343,774 | 0.51 | 5,728,921 | 8.49 | 2,771,358 | 4.11 |
| Vancouver Public Library | 615,473 | 22 | 494,314 | 0.80 | 9,886,149 | 16.06 | 6,439,349 | 10.46 |
| Hamilton Public Library | 519,109 | 24 | 318,683 | 0.61 | 6,025,560 | 11.61 | 3,488,343 | 6.72 |

Source: Canadian Urban Libraries Council (CULC) 2009.

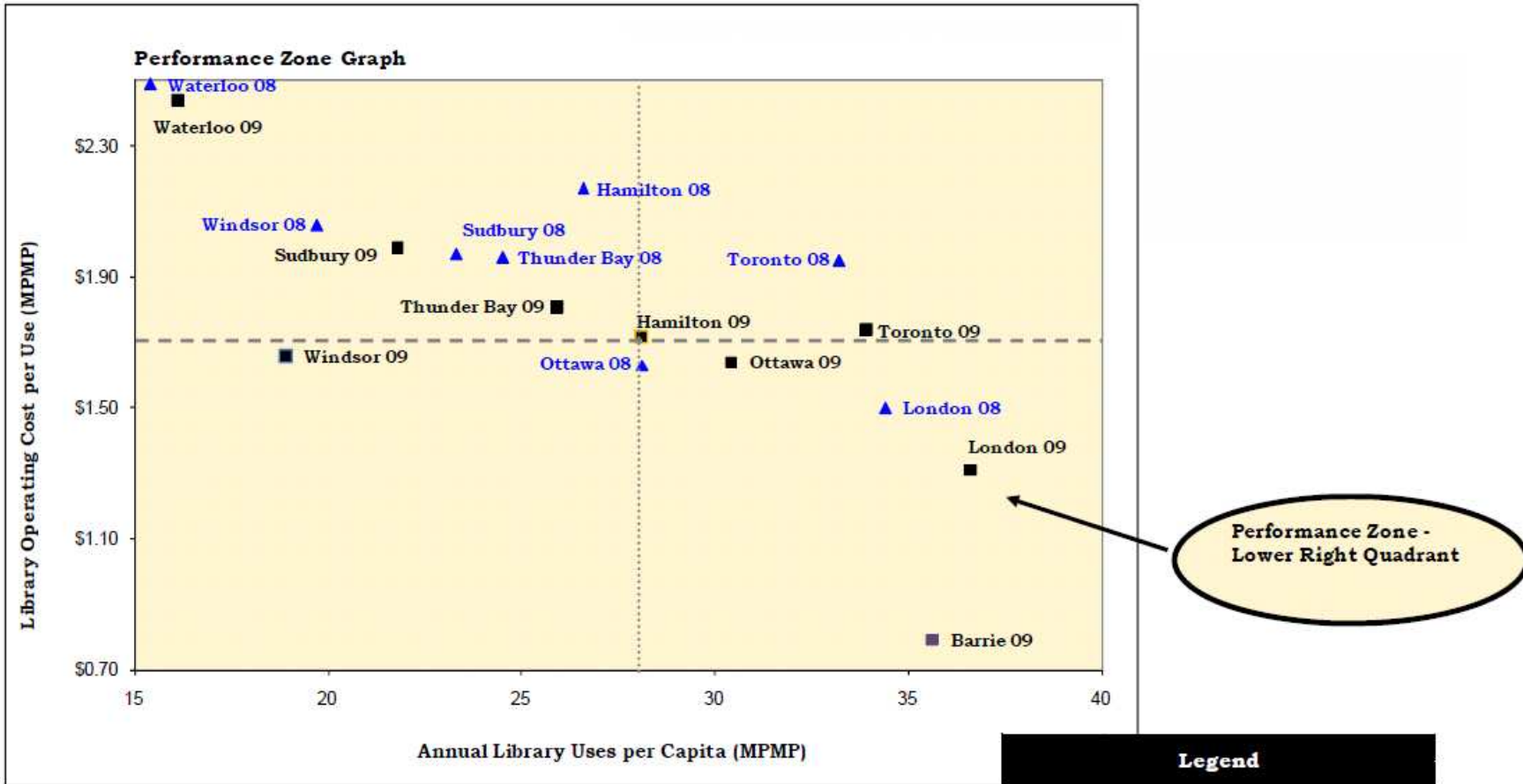
Ontario Municipal Benchmarking Initiative

Toronto Public Library has participated in the Ontario Municipal Benchmarking Initiative (OMBI) for five years. OMBI measures the efficiency and effectiveness of municipal services to identify best practices.

In 2009, Toronto Public Library continued to achieve strong results. The following Performance Zone Graph is a visual depiction of community impact versus efficiency. Toronto Public Library placed in the upper right corner, with high usage¹ per capita and a cost per usage just two cents above the median for the nine participating library systems, despite offering services in a complex, diverse, urban environment significantly different from the other participating municipalities. Toronto Public Library's cost per use reflected in the following graph is \$1.74. Four libraries had lower cost per use. The most ideal placement is in the lower right hand corner which reflects high usage per capita at a low cost per use.

¹ Usage includes all types of library activity including circulation, visits, in library use, information requests and programs as well as electronic and workstation use.

Performance Zone Graph



Usage includes all types of library activity including circulation, visits, in library use, information requests, programs, as well as electronic and workstation use.

Strategic Plan: Year 3 Implementation

Our Shared Stories: Writing the Future of Toronto's Library – Toronto Public Library's Strategic Plan 2008-2011 officially launched in the Fall of 2008. Achievements are highlighted below as they relate to each of the plan's themes (detailed in Attachment 3).

Engaging Toronto's Diverse Community

- Increased opportunities for public engagement and increased efficiency by providing more information online through blogs and social media tools; launched an e-newsletter to promote library services and programs.
- Overall program attendance increased 5.5% to 791,231 with increased emphasis on programs for older adults and seniors. Programs support literacy, celebrate Toronto's diversity, provide information on civic issues and support small business and employment needs of residents.
- Engaged the public in consultations for the new Scarborough Centre and Fort York/Bathurst branches; and renovations at Northern District, Bridlewood, Mount Dennis and Richview branches to ensure library space meets customer needs.

Addressing the Growing Income Gap

- Increased emphasis on programs supporting entrepreneurs and job seekers to support residents during the economic recovery. Toronto Public Library's capacity to provide services to a variety of user groups, including adults with disabilities and newcomers was enhanced with the addition of collections in alternate formats such as audio books.
- 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) project to support families to become independent from social assistance.

Expanding Access to Technology and Online Services

- Improved access to computers and technology through programs and training that support information literacy, improvements to wireless services and support to customers in the use of e-resources including e-books.

Supporting Creativity and Culture

- Enhanced the Library's presence as a cultural destination in the City through Keep Toronto Reading, the Eh List, the City of Toronto Book Awards and other events.
- Offered accessible high-quality cultural programming for all ages at various branches across the city in partnership with cultural organizations, including Art Gallery of Ontario, Canadian Opera Company, CineFranco, Ontario National Film Board, Ontario Science Centre, Royal Ontario Museum, Canadian Stage Company and Soulpepper Theatre.

Supporting a Sustainable Library

Staff

- Professional development and training opportunities addressed compliance with legislation including the Access for Ontarians with Disabilities Act and Bill 168, Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace).
- Customer service training addressed improving services to youth at-risk, as well as accessing electronic information services and supporting users of e-content.

Environment

- Green design principles have been incorporated in Library branches through landscaping and building practices.
- Barrier-free accessible spaces created at several branches.
- Access to resources on the environment was enhanced with the purchase of additional material in adult and children's collections.

Summary

Toronto Public Library continues to be the world's largest and busiest urban public library system. Toronto Public Library's Strategic Plan ensures that library service will respond to meet the changing needs of Toronto residents.

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SIGNATURE

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ATTACHMENTS

- Attachment 1: Branch Summary Statistics: January to December 2010
- Attachment 2: Electronic Summary Statistics: January to December 2010
- Attachment 3: Strategic Plan Highlights 2010