

Strategic Plan 2016-2019: Accountability Framework and 2018 Results

Date:	April 29, 2019
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide an update to the Toronto Public Library Board on the Accountability Framework for the Strategic Plan 2016–2019, and to report on the 2018 results using the Balanced Scorecard and Strategic Plan Dashboard Visualization with available data.

The Accountability Framework was established by the Toronto Public Library Board in November 2016 to guide the development, monitoring and reporting of the strategic plan in each of the four years, as well as the overall achievements of the Strategic Plan over 2016-2019.

FINANCIAL IMPACT

There is no financial impact beyond what has already been approved in the current year's budget.

The Director, Finance & Treasurer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

At its November 21, 2016 meeting, the Toronto Public Library Board approved the *Strategic Plan 2016–2019 Accountability Framework*:

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2016/nov21/13c-strategic-plan-2016-2019-accountabilityframework.pdf>

At its April 30, 2018 meeting, the Toronto Public Library Board approved the report *Strategic Plan 2016-2019: Accountability Framework and 2017 Results*:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2018/apr30/18-strat-plan-accountability-framework-and-2017-results-combined.pdf>

At its September 24, 2018 meeting, the Toronto Public Library Board approved the report *2018 - 2019 Strategic Work Plan Update*:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2018/sep24/18-2018-2019-strategic-work-plan-update-combined.pdf>

At its December 10, 2018 meeting, the Toronto Public Library Board approved the report *2018-2019 Strategic Work Plan Status Update*:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2018/dec10/12-2018-2019-strategic-work-plan-status-update-combined.pdf>

COMMENTS

The purpose of the Accountability Framework is to guide the achievement of TPL's Strategic Plan from 2016 to 2019, and the development, monitoring and reporting of progress for each of the four years. The Accountability Framework includes the Balanced Scorecard and the Strategic Plan Dashboard and outcomes.

The Accountability Framework serves as:

- a reporting structure for the Board to monitor the progress of the strategic plan and provide guidance;
- a public-facing reporting tool to demonstrate openness and accountability; and
- an internal tool to advance a shared understanding of TPL's strategic priorities and public service outcomes to guide the work of staff.

Program evaluation is key in supporting the Accountability Framework, and is guided by TPL's revised Programming Policy, which reflects the increasing importance of programming to library service, as a pillar of TPL's Service Delivery Model. The policy specifies that programming falls within the Library's evaluation framework, and requires all programs to have clearly defined outcomes and program descriptions to improve the quality, reach and impact of library programs.

Library staff have been developing tools to measure progress toward outcomes, including measures of customer benefit, and the 2018 Dashboard now includes measures for six selected programs: Financial Literacy, Indigenous Services Initiatives, Our Fragile Planet, Ready for Reading, Young Voices and the Youth Advisory Groups.

2018 Strategic Plan Accountability Framework Results

Balanced Scorecard: 2018 (Attachment 1)

The Balanced Scorecard is a tool to measure TPL's organizational transformation as it delivers on the priorities of the Strategic Plan across four perspectives: customer, operational, learning and growth, and financial. Targets set for 2017-2019 reflect the intentional investment in strategic priorities, as well as influencing factors such as branch closures for renovation and existing usage trends.

2018 Dashboard Visualization (Attachment 2)

The Strategic Plan Dashboard provides a visualization of results and progress against the Strategic Plan priorities, and includes:

- Outcome Statement for each priority
- Sample Activities from the Strategic Work Plan
- Primary Outcome Measures: results against targets
- 2018 Customer Benefit Measures for select programs; technology services
- Key highlights for the year.

Overall, 98% of the 107 initiatives and activities for the 2018-2019 two-year Strategic Plan Work Plan are expected to be completed by the end of 2019, as reported to the Board in December 2018.

Library staff continue to advance the Accountability Framework for the Strategic Plan by building capacity to measure progress toward equitable outcomes for Toronto's residents, neighbourhoods and communities.

Next steps include:

- a semi-annual update on the 2019 Strategic Work Plan to the Board in September 2019;
- continued development, implementation and reporting of customer benefit measures for all priority areas and outcomes, in alignment with the Programming Policy;
- continued development with guidance from the Board of a new Strategic Plan for 2020-2024, a process that will result in a shared vision and strategy that sets the course for the next five years.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Balanced Scorecard: 2018 Results and 2019 Targets
Attachment 2: 2018 Dashboard Visualization

**Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators
2018 Results and 2019 Targets**

CUSTOMER PERSPECTIVE								
	Key Performance Indicators	2016 Result	2017 Result	2018 Target	2018 Result	% of Target Reached in 2018	2019 Target	2018 Status & Influencing Factors
1	Total number of active members (members who used their card in 2018)	671,150	656,184	670,094	651,627	97.2%	676,795	Within Target
2	Total use per capita	36.1	32.6	32.6	32.0	97.9%	33.1	Within Target
3	Total Visits ¹	18,232,347	17,370,032	18,228,057	17,577,373	96.4%	19,082,477	Within Target
4	Total virtual visits ²	32,850,811	27,712,428	29,160,517	29,432,872	100.9%	30,618,543	Target achieved
5	In-branch technology utilization rate: wireless and workstations (user sessions) ³	10,450,256	10,669,405	9,653,471	9,300,461	96.3%	9,853,709	Within Target 2018: Workstation use decline is due to a change in methodology. Counts based on actual sessions greater than 15s instead of sample quarterly data. Workstation use also impacted by the closure of NYCL, which typically accounts for 7.4% of annual use.
	<i>Wireless user sessions</i>	3,982,962	4,954,179	5,185,170	5,019,054	96.8%	5,340,725	
	<i>Workstation user sessions</i>	6,467,294	5,715,226	4,468,301	4,281,407	95.8%	4,512,984	
6	Program attendance: Learning programs (ESL + Literacy + User Ed excluding technology training + Information & Current Issues) ⁴	268,550	256,911	265,000	354,631	133.8%	270,000	Target over achieved
	eLearning sessions (Brainfuse, Gale Courses, Learning Express Library, lynda.com & Mango Languages)	95,684	122,521	132,000	166,976	126.5%	145,000	Target over achieved
	Total: Learning programs attendance and eLearning sessions	364,234	379,432	397,000	521,607	131.4%	415,000	Target over achieved

¹ Indicator changed from “Visits per capita” to “Total Visits.”

² Indicator changed from “Virtual Visits per capita” to “Virtual Visits.”

³ Replaced “In-branch technology utilization rate: internet access workstation per 100,000 population” and “In-branch technology utilization rate: wireless connections per capita” with “In-branch technology utilization rate: wireless and workstations (user sessions).”

⁴ Indicator changed from “Utilization rate (program capacity): learning programs (ESL + Literacy + User Ed + lifelong learning)” to “Program attendance: Learning programs (ESL + Literacy + User Ed excluding technology training + Information & Current Issues)”

**Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators
2018 Results and 2019 Targets**

CUSTOMER PERSPECTIVE								
	Key Performance Indicators	2016 Result	2017 Result	2018 Target	2018 Result	% of Target Reached in 2018	2019 Target	2018 Status & Influencing Factors
7	Program attendance: Technology training programs ⁵	24,868	31,783	32,000	31,706	99.1%	32,750	Target achieved
8	Program attendance: Cultural programs ⁶	654,394	649,756	650,000	630,872	97.1%	650,000	Within Target
	Program attendance: all branch and offsite programs	962,024	958,731	997,074	1,017,209	102.0%	1,066,869	Target achieved
9	# of branches providing regular After-School Club programs from September to June ⁷	37	36	n/a	46	n/a	n/a	Depends on adequate staffing, need in the community and funding availability to support programming for all clubs.
10	Electronic circulation (Downloads and Streamed Content) ⁸	5,024,490	5,639,413	6,500,280	7,001,209	107.7%	6,825,294	Target over achieved
	Physical circulation	26,886,087	24,459,477	25,000,000	23,554,361	94.2%	25,500,000	Target not achieved Decline due to the inaccessibility of North York Central's vast and unique collections.
11	User satisfaction: overall	Measurement tool to be developed						
12	User satisfaction: in-branch technology (computers, software, Wi-Fi)							
13	User satisfaction: Knowledge of staff User satisfaction: Helpfulness of staff							
14	% of respondents that used technology services at the library who would not have had access otherwise	n/a	51%	n/a	47%	n/a	n/a	Source: Bridge Survey of Technology Use
	% of customers reporting increased digital comfort after using one or more services at the Library	n/a	84%	n/a	76%	n/a	n/a	Source: Bridge Survey of Technology Use

⁵ Indicator changed from "Utilization rate of technology training programs" to "Program attendance: Technology training programs."

⁶ Indicator changed from "Utilization rate of cultural programs" to "Program attendance: Cultural programs."

⁷ Indicator changed from "# of branches providing regular after-school programming from Sep. to Jun." to "# of branches providing regular after-school club programs from Sep. to Jun."

⁸ Changed from "Turnover rate of circulating items" to "Electronic circulation (Downloads and Streamed Content)" and "Physical circulation" and moved from Operational Perspective to Customer Perspective.

**Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators
2018 Results and 2019 Targets**

OPERATIONAL PERSPECTIVE								
	Performance Indicator ^{9 10}	2016 Result	2017 Result	2018 Target	2018 Result	% of Target Reached in 2018	2019 Target	2018 Influencing Factors
1	Total Open Hours	272,437.50	269,447.00	267,892.50	268,882.25	100.4%	272,741	Target achieved
2	# of Sunday branches (September to June)	33	33	42	42	100.0%	50	Target achieved Sunday service added at: Burrows Hall, Eglinton Square, Jane/Dundas, Sanderson, Morningside, St. James Town, Steeles, Thorncliffe, and Weston
3	# of NIA Sunday branches (September to June)	11	11	17	17	100.0%	23	Target achieved Sunday service added at: Burrows Hall, Eglinton Square, Thorncliffe, Jane/Dundas, Morningside, and Weston
4	# of Sunday branches (Year-round)	8	14	19	19	100.0%	19	Target achieved Sunday service added at: Agincourt, Bloor/Gladstone, Don Mills, Maria A. Shchuka, and Pape/Danforth
5	# of items in TPL collections digitized in reporting year ¹¹	337,359	245,841	200,000	224,720	112.4%	100,000	Target over achieved 2016-2018: includes batch-loaded Toronto Star digital files. TPL cleaned up the metadata.

⁹ “# of NIA Sunday branches (Year-round)” deleted.

¹⁰ “Turnover rate of circulating items” replaced by “Electronic circulation (Downloads and Streamed Content)” and “Physical circulation” and moved to Customer Perspective.

¹¹ Changed from “% of Special Collections that are digitized” to “# of items in TPL collections digitized in reporting year.”

**Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators
2018 Results and 2019 Targets**

LEARNING & GROWTH PERSPECTIVE								
	Performance Indicator	2016 Result	2017 Result	2018 Target	2018 Result	% of Target Reached in 2018	2019 Target	2018 Influencing Factors
1	Logic Models and evaluation frameworks developed for strategic priorities	Logic Models in development	23	19	20	105.3%	n/a	Target over achieved Logic models in place for all system level programs
2	Spending on staff development: Total	\$471,080.00	\$477,174.00	\$490,000.00	\$632,886.00	129.2%	\$639,640.00	Target over achieved
	Spending on staff development: Average per staff	\$291.48	\$291.51	\$301.23	\$389.07	129.2%	\$390.76	Target over achieved
3	% of staff who report that I am provided with the necessary material, resources and tools in order for me to be effective in my role ¹²	Survey tool to be developed			63.68%	n/a	n/a	Source: Employee Engagement Survey Highlights were presented to the Board October 29, 2018
	% of staff who report that I believe my team is committed to providing the highest level of service	Survey tool to be developed			76.57%	n/a	n/a	Source: Employee Engagement Survey
	% of staff who report that I am provided with sufficient time during my work hours to pursue training/recertification to be successful in my position	Survey tool to be developed			54.70%	n/a	n/a	Source: Employee Engagement Survey
	% of staff who report that overall I am satisfied with my career development opportunities with TPL	Survey tool to be developed			43.73%	n/a	n/a	Source: Employee Engagement Survey
4	% of staff who report that I am proud to tell people I work for TPL ¹³	Survey tool to be developed			82.76%	n/a	n/a	Source: Employee Engagement Survey

¹² Changed from “% of staff who report they have the skills and training to meet service delivery outcomes.”

¹³ Changed from “% of staff who report high levels of engagement.”

**Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators
2018 Results and 2019 Targets**

FINANCIAL PERSPECTIVE								
	Performance Indicator	2016 Result	2017 Result	2018 Target	2018 Result	% of Target Reached in 2018	2019 Target	2018 Influencing Factors
1	Cost per use	\$1.88	\$2.07	\$2.06	\$2.10	102.0%	\$2.07	Target achieved
2	Operating expenditures (Gross)	\$194,854,274	\$197,574,975	\$201,716,656	\$201,563,114	99.9%	\$210,556,727	Target achieved
	Operating expenditures per capita	\$67.75	\$67.43	\$67.12	\$67.07	99.9%	\$68.68	Target achieved
3	Operating expenditures for electronic materials	\$5,827,922	\$5,956,450	\$7,050,000	\$7,050,000	100.0%	\$7,600,000.00	Target achieved
4	Operating expenditures on technology and digital services division ¹⁴	\$11,461,637	\$11,752,732	\$13,369,929	\$14,076,836	105.3%	\$13,946,849	Target over spent
	Capital expenditure on TAMP Virtual Branch Services and Technological Innovation Projects	\$6,096,556	\$6,950,328	\$5,241,492	\$5,408,893	103.2%	\$5,215,598	Target achieved
5	Total net funding	\$177,075,021	\$179,038,277	\$182,392,996	\$182,333,599	100.0%	\$187,659,022	Target achieved
	Total net funding per capita	\$61.57	\$61.11	\$60.69	\$60.67	100.0%	\$61.21	Target achieved
6	Total funding from TPL Foundation (does not include gifts in kind)	\$3,448,759	\$2,947,813	n/a	\$2,703,957	n/a	n/a	

¹⁴ “Operating expenditures for digital technology” replaced by “Operating expenditures on technology and digital services division” and “Capital expenditure on TAMP and Virtual Branch Services.”



2016-2019 Strategic Plan

Accountability Framework

2018 Dashboard Visualization

Toronto Public Library Board Meeting



April 29, 2019. Toronto Reference Library

Priority 1

Advancing our Digital Platforms

SAMPLE ACTIVITIES

2018

- Developed and implemented a customer eLearning portal and platform
- Re-envisioned Reader's Advisory services for the digital age

KEY INFLUENCING FACTORS FOR PRIMARY OUTCOME MEASURES:

Total virtual visits were lower in 2017 compared to 2016, due to a change in methodology on how traffic to tpl.ca and OverDrive was counted.

OUTCOME

Torontonians have convenient access to a full range of library services through integrated digital platforms, and exceptional customer experiences at their every point of need.

Total Virtual Visits

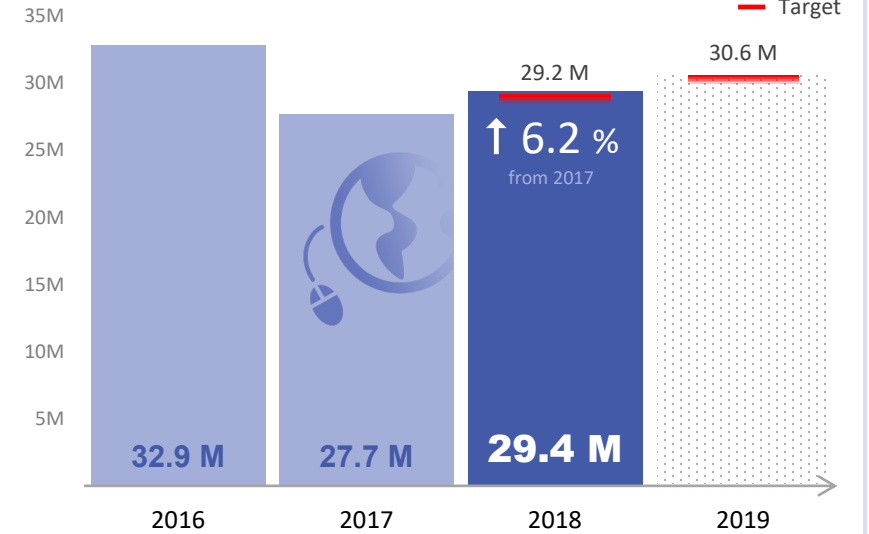
PRIMARY OUTCOME MEASURES

% OF TARGET REACHED IN 2018

100.9 %

TARGET ACHIEVED

2016	32,850,811
2017	27,712,428
2018	29,432,872



2018 HIGHLIGHTS

Online Engagement

SOCIAL MEDIA & EMAIL

Online engagement increased in 2018 across all channels

f 18.0%
increase in Facebook followers

13.6%
increase in Twitter followers

14.6 m
Total audience and reach

23.3%
increase in YouTube views

16.7%
increase in e-newsletter subscribers

3.3 m Engagement
450 k Fulfillment

Audience and Reach: # of people who followed and had any posts from our channels enter their screen.
Engagement: # of times people have engaged with our posts through likes, comments, shares and more.
Fulfillment: # of times people performed a desired action as a result of a social media interaction.

Electronic Circulation

5.6 m checkouts

TPL's OverDrive circulation in 2018 was the highest globally!

24.1%
increase in electronic circulation (downloads & streaming)

16% increase in eBook circulation
35% increase in eAudioBook circulation

205% increase in eVideo circulation

Priority 2

Breaking down barriers to access and driving inclusion

SAMPLE ACTIVITIES

2018

- Implemented year-round Sunday service at 13 additional branches prioritizing NIA communities
- Developed a Facilities Master Plan to prioritize infrastructure investments and identify capital requirements
- Implemented community librarianship model across district and Research & Reference service tiers

KEY INFLUENCING FACTORS FOR PRIMARY OUTCOME MEASURES:

North York Central Library, TPL's busiest branch, re-opened floors one to three on July 5, 2018.

Expanded Sunday hours: five additional branches opened in July and August, and nine additional branches opened September to June.

Increased number of programs and events.

OUTCOME

Torontonians from all walks of life have easy, local access to the library services they want and need.

Total Visits

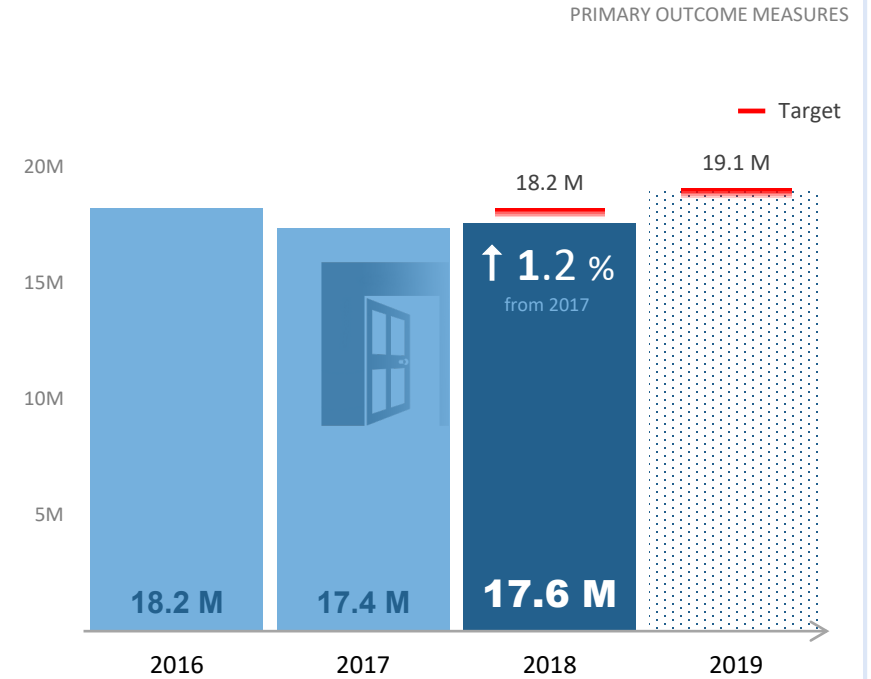
% OF TARGET REACHED IN 2018

96.4 %

WITHIN TARGET

2016	18,232,347
2017	17,370,032
2018	17,577,373

YOUNG ADULTS (18-24)



Library Membership



26.3%

total increase in new library card registrations in 2018

↑ **36.0%**
Increase for **Young Adults (18-24)**

↑ **26.3%**
increase for **Adults (25+)**

↑ **15.3%**
Increase in **Teen (13-17)** registrations

↑ **10.7%**
Increase in **Child (0-12)** registrations

Effective April 2018, changes to the membership services policies reduced barriers to getting a library card for vulnerable individuals experiencing homelessness or precarious housing, and those who do not qualify for, or wish to pay the non-resident fee for a full-service card.

122.6%
increase in new library card registrations for **vulnerable individuals** in 2018, as a result of the reduction in barriers

544.9%
increase in registrations for **visitor cards** in 2018, as a result of the reduction in barriers

Book a Librarian

ACCESSIBLE ONE-ON-ONE HELP

Free 30-60 minute appointments offering customized one-on-one help, on a wide range of topics.

208.0%
Increase in appointments for one-on-one **Job Search Help** in 2018

49.4%
Increase in Business help one-on-one sessions conducted

Priority 3

Expanding access to technology and training

SAMPLE ACTIVITIES

2018

- Expanded the Wi-Fi hotspot lending program to 1000 devices, which were made available for loan to low income individuals in Neighbourhood Improvement Areas (NIAs).
- Implemented TPL's Digital Literacy Vision, including improving and expanding digital innovation services
- Launched Bridge, the Ontario libraries technology assessment toolkit to measure digital inclusion and digital literacy across the province.

KEY INFLUENCING FACTORS FOR PRIMARY OUTCOME MEASURES:

Methodology changed in 2018: use is now based on sessions longer than 15s instead of sample quarterly data.
 North York Central Library closure: NYCL typically accounts for 7.4% of annual use.

OUTCOME

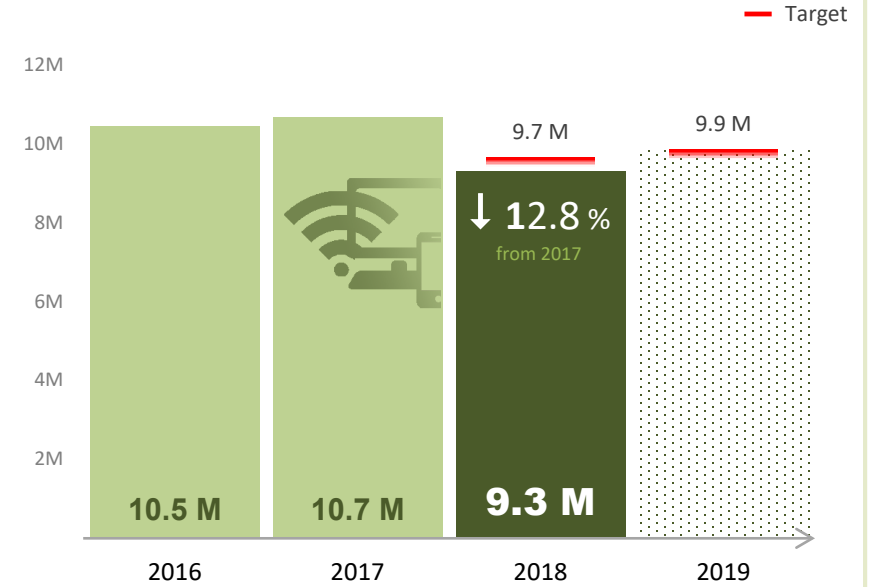
Torontonians have increased access to current and emerging technology, training and expertise to promote digital literacy and inclusion

In-branch use of wireless and workstations

PRIMARY OUTCOME MEASURES

% OF TARGET REACHED IN 2018
96.3 %
 WITHIN TARGET

2016	10,450,256
2017	10,669,405
2018	9,300,461



2018 HIGHLIGHTS & CUSTOMER BENEFIT MEASURES

Increasing Wi-Fi Use



In-branch Wi-Fi use has grown by 26% since 2016, and in 2018 it surpassed in-branch workstation use for the first time.

Digital Inclusion & Literacy

bridge technology services assessment toolkit

Toronto Public Library is leading the implementation of the Ontario Libraries technology assessment toolkit (Bridge), to measure digital inclusion and digital literacy.

ACCESS TO TECHNOLOGY

47%

of respondents who used library technology services would not otherwise have had access to at least some of that technology

DIGITAL COMFORT

76%

of respondents reported increased digital comfort after using one or more technology services at the library

Based on 2018 Bridge data from survey conducted at 35 TPL branches during the month of December, 2018.

Priority 4

Establishing TPL as Toronto's centre for **lifelong and self-directed learning**

SAMPLE ACTIVITIES

2018

- Implemented three additional Youth Hubs at Malvern, Downsview and Flemingdon Park branches, providing afterschool space and programming to youth in Neighbourhood Improvement Areas.
- Expanded digital collection to include new and innovative products (e.g., Self-e, an e book platform for self-published ebooks)
- Expanded the use of eLearning resources through targeted outreach to post-secondary institutions.

OUTCOME

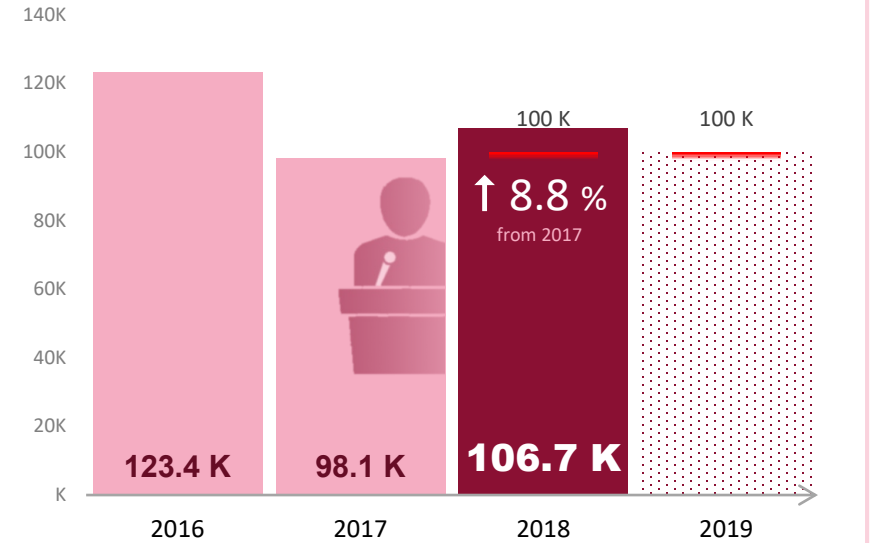
Torontonians have continuous, lifelong and self-directed learning opportunities to develop multiple literacies that support health, education, employment and entrepreneurship, and enhance their quality of life.

Learning Program Attendance

PRIMARY OUTCOME MEASURES

% OF TARGET REACHED IN 2018
106.7 %
 TARGET OVER ACHIEVED

2016	123,360
2017	98,098
2018	106,745



CUSTOMER BENEFIT MEASURES

Youth Advisory Group (YAG)

62.0%

of responding Youth Advisory Group volunteers indicated their participation in the Youth Advisory Group successfully supported their literacy, education, work and/or quality of life.

Our Fragile Planet ENVIRONMENTAL EDUCATION

94.5%

of respondents indicated that they learnt something new as a result of attending the program

98.8%

of respondents expressed satisfaction with the program they attended

Financial Literacy



82.9%

of respondents reported increased financial literacy as a result of attending a financial literacy program

90.8%

of respondents expressed satisfaction with the financial literacy program they attended

Priority 5

Creating **community connections** through cultural experiences

SAMPLE ACTIVITIES

2018

- Launched "On Civil Society" a program series that explores complex issues through the lenses of democracy, the media, wellness, urbanism, equality, security and more
- Continued to implement TPL's Indigenous Strategies (e.g., Incorporating indigenous content into TPL Programming and building up Indigenous collections)

OUTCOME

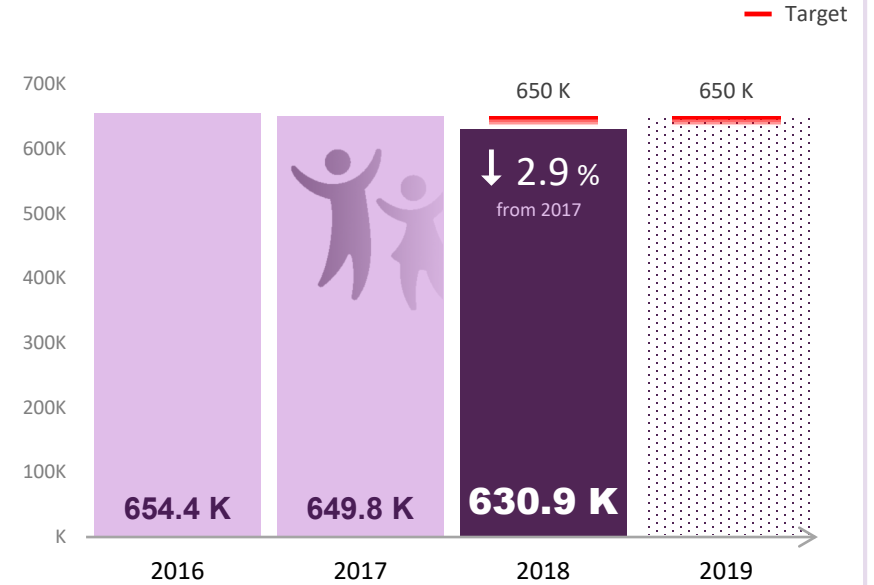
Torontonians have improved access to local and city-wide cultural experiences to support discovery and creative expression, foster cross-cultural understanding, and enhance social and community connections.

Cultural Program Attendance

PRIMARY OUTCOME MEASURES

% OF TARGET REACHED IN 2018
97.1 %
 WITHIN TARGET

2016	654,394
2017	649,756
2018	630,872



CUSTOMER BENEFIT MEASURES

Ready for Reading

PROGRAMS FOR KIDS
 BIRTH TO 5



98.2%

of respondents expressed satisfaction with the program:

80.7%
 reported being very satisfied

17.5%
 reported being satisfied

Young Voices

WRITING AND ART FEST

95.7%

of respondents indicated that they learned something new as a result of attending the art/writing workshops

100%

expressed satisfaction with the overall program they attended:

54.3%
 reported being very satisfied

45.7%
 reported being satisfied

Indigenous Service Initiatives

90.7%

of respondents indicated that as a result of attending the Indigenous program, they learned something new that they didn't know before.

94.7%

expressed satisfaction with the overall program they attended

69.3%
 reported being very satisfied

25.3%
 reported being satisfied

Priority 6

Transforming for 21st century service excellence

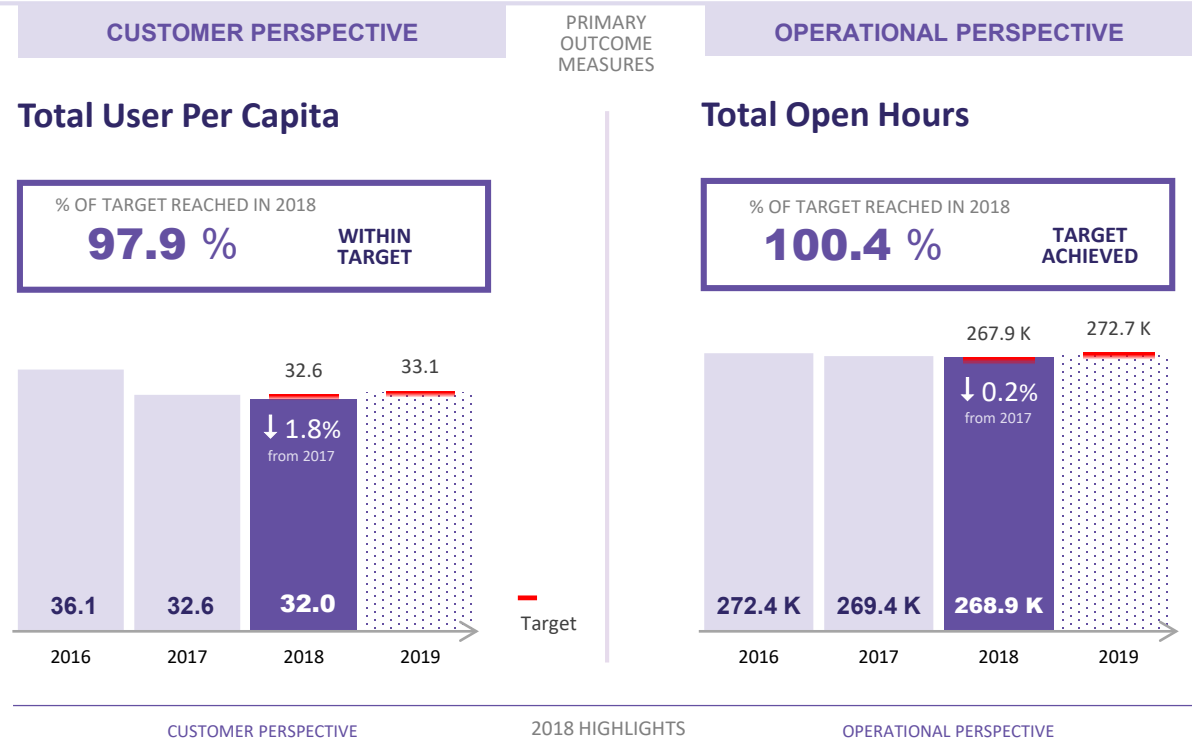
SAMPLE ACTIVITIES

2018

- Advanced Outcomes and Impacts of Library Services in Ontario (e.g., Bridge Toolkit)
- Continued the development of the Chinese Canadian Archive
- Introduced change management framework and leadership competencies, to support staff development and succession planning.
- Improved the sustainability of the IT digital infrastructure.

OUTCOMES

Torontonians experience exceptional, efficiently managed customer services how, when, and where they want and need them; TPL's organizational, digital and branch infrastructure support the delivery of strategic outcomes; Library staff have the skills and competencies to support excellent service delivery; and TPL has the financial resources to deliver strategic outcomes



EXPANDED USE

144,992 sessions in 2018
 ↑ **81.3%** increase in usage from 2017

BRAINFUSE

One-on-one interactive online homework help with professional tutors for grades K-12.



LYNDA.COM



Video tutorial courses
240,859 sessions in 2018

GALE COURSES

45,070 sessions in 2018
 ↑ **56.8%** increase in usage from 2017

Instructor-led online courses on a variety of topics.

TPL EXPERIENCE 360

Creating an exceptional customer experience and brand

2,000 Written comments contributed
15+ Workshops
3,260 Online votes counted and **270** ideas contributed
100 Branches participated

CHINESE CANADIAN ARCHIVE

Recipient of the 2018, **Heritage Toronto Public History Award**, in recognition of its work documenting Chinese Canadian history in the GTA from 1878 to the present.

STRATEGIC PLAN

98.0% of the 107 initiatives and activities from the 2-year **2018-2019 Workplan** are projected to be completed by the end of 2019.

CHANGE MANAGEMENT

91.0% of TPL's managers completed the City's Fundamentals of Change Management course, with 22 opting to pursue a Change Management Certificate.

Priority 6

Transforming for 21st century service excellence

SAMPLE ACTIVITIES

2018

- Advanced Outcomes and Impacts of Library Services in Ontario (e.g., Bridge Toolkit)
- Continued the development of the Chinese Canadian Archive
- Introduced change management framework and leadership competencies, to support staff development and succession planning.
- Improved the sustainability of the IT digital infrastructure.

OUTCOMES

Torontonians experience exceptional, efficiently managed customer services how, when, and where they want and need them; TPL's organizational, digital and branch infrastructure support the delivery of strategic outcomes; Library staff have the skills and competencies to support excellent service delivery; and TPL has the financial resources to deliver strategic outcomes

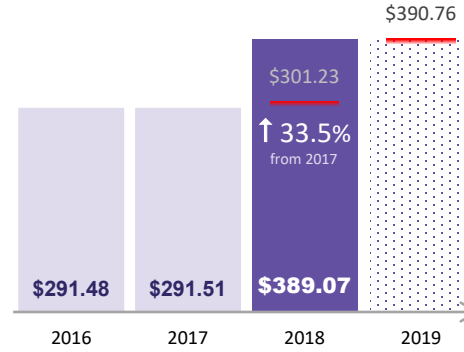
LEARNING & GROWTH PERSPECTIVE

PRIMARY OUTCOME MEASURES

FINANCIAL PERSPECTIVE

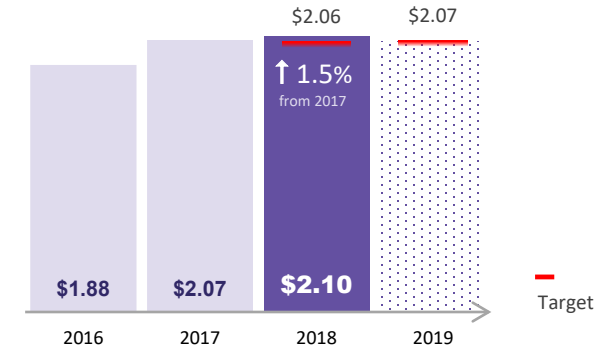
Average spending on staff development per staff

% OF TARGET REACHED IN 2018
129.2 % TARGET OVER ACHIEVED



Cost per use

% OF TARGET REACHED IN 2018
102.0 % TARGET ACHIEVED



LEARNING & GROWTH PERSPECTIVE

2018 HIGHLIGHTS

FINANCIAL PERSPECTIVE

STAFF DEVELOPMENT

220 Unique Staff development courses offered over **510** sessions:
54 webinar courses **166** in-person

6,351

Total staff development attendance, comprising of **1,587** individual staff members.

823

Staff attended health and safety related training across **25** courses.

1,110

Staff attended Technology & e-Resources courses over **47** sessions.

707

Staff received Indigenous Cultural Competency Training.

197

Staff received Mental Health training over 4 courses.

FUNDRAISING

\$40,000

Expenditure for the buildup of Indigenous collections, supported by the Bennett Family Foundation's donation of \$675,000 for TPL's Indigenous initiatives.

CAPITAL SPENDING

80.4%

or \$31.441 million of the approved cash flow spent in 2018. The average five-year capital spending rate is **86.8%**, well above the City average.

97.1%

of the approved cash flow for the Multi-Branch State of Good Repair Program spent in 2018, with three sub-projects completed, ensuring branches can remain operational until a major renovation can be funded.





April 29, 2019.



2016-2019 Strategic Plan

2018

Performance Measures & Dashboard Visualization for the Accountability Framework



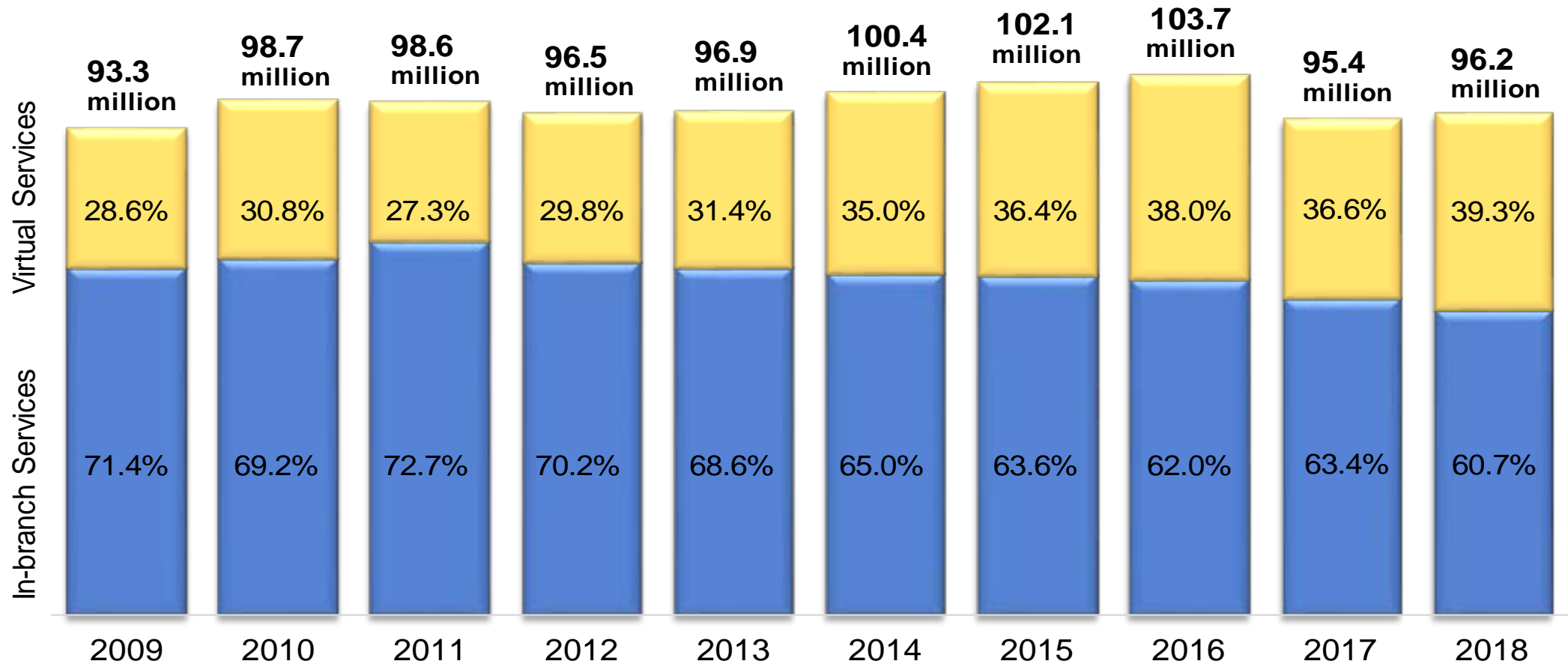
2018 Annual Performance Measures

- Library use and five-year trends
- How Toronto Public Library compares

Accountability Framework

- Accountability Framework overview
- Dashboard Visualization with 2018 results

Total Use: 2009 to 2018



Total Use: 2018

95.4
million



2017

96.2
million



2018

- ↑ Electronic reference requests
- ↑ Program attendance
- ↑ Standard reference requests
- ↑ Wireless use
- ↑ Electronic circulation
- ↓ In-library use
- ↓ Workstation user sessions
- ↑ Visits
- ↓ Physical circulation
- ↑ Virtual visits

In 2018, Torontonians visited the library and used services in large numbers:



17.6 million
visits to branches



29.4 million
visits to the library website
18.3 million
Email and social media activity



30.5 million
items borrowed
7 million
were Electronic items



1,017,209 people attended
46,533 programs



24.1% increase
in the use of electronic items



5.0 million wireless sessions
4.3 million computer uses

How We Compare

#1

Worldwide*

- Circulation per capita
- Electronic visits
- Electronic visits per capita
(#2 Visits per capita and total circulation)

* *Serving a population over 1.5 million (2016)*

#1

North America*

- Total circulation
- Total circulation per capita
- Total visits
- Visits per capita
- Electronic visits
- Electronic visits per capita
- Physical circulation per capita
- Electronic circulation per capita

* *Serving a population over 2 million (2017)*

#1

Canada*

- Total circulation
- Total visits
- Electronic visits
(#4 Visits per capita and Electronic visits per capita)

* *Serving a population over 500,000 (2017)*

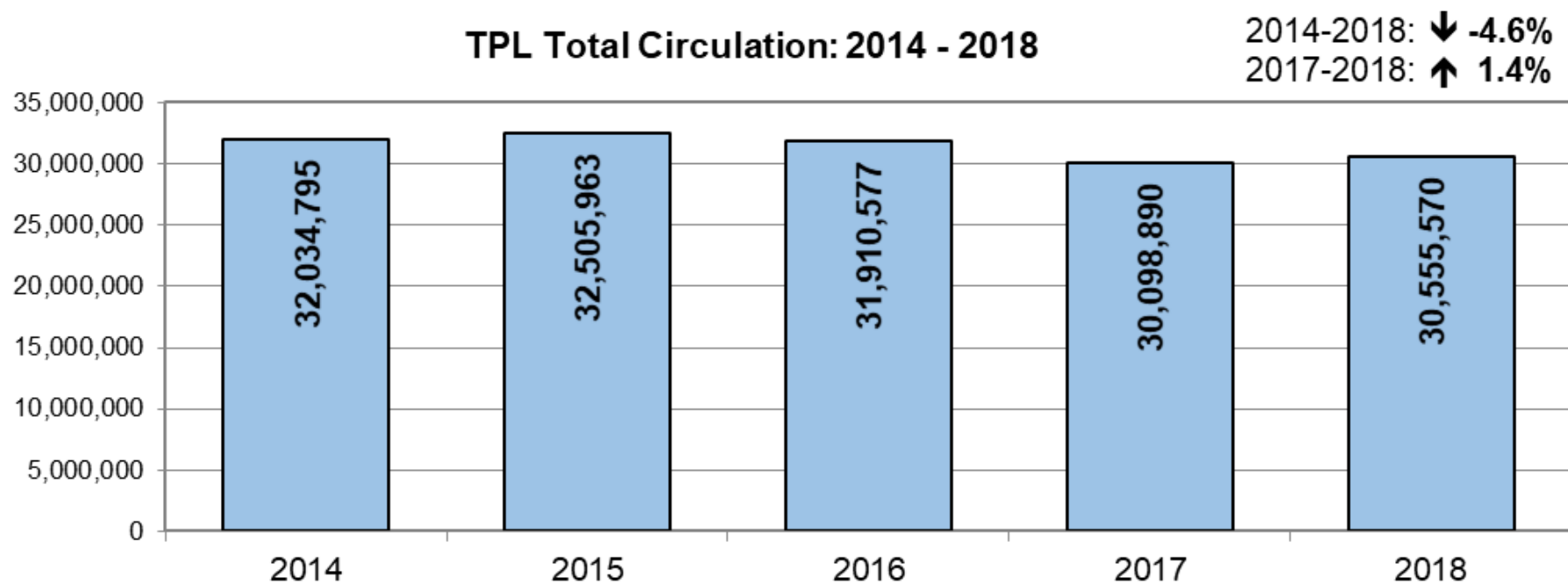


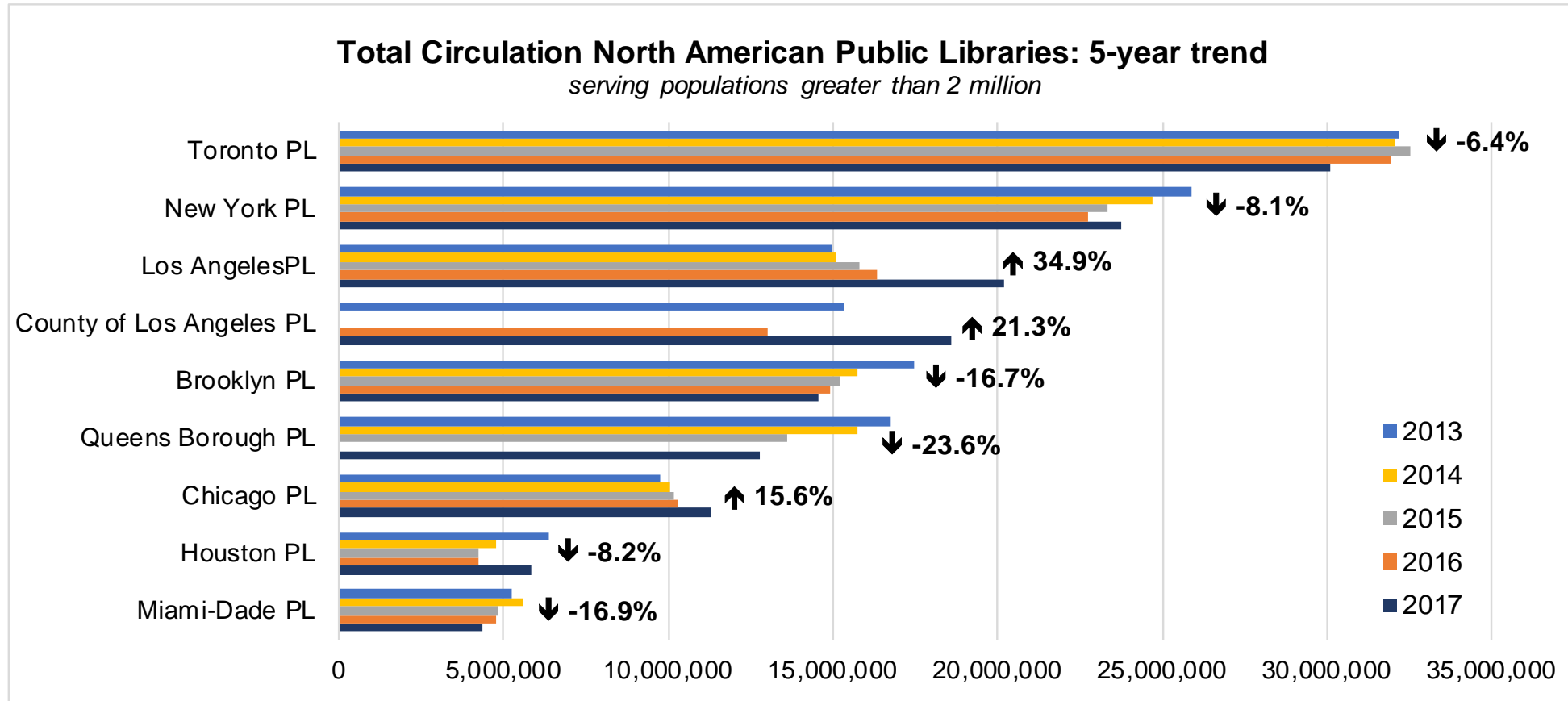
How We Compare: North America

Library Systems	Total Visits	Rank	Total Circulation	Rank	# of Branches	Rank	Population Served	Rank
Toronto Public Library	17,370,032	1	30,098,890	1	100	1	2,731,571	4
New York Public Library	13,670,910	2	23,778,180	2	88	2	3,239,253	3
Los Angeles Public Library	13,145,751	3	20,219,171	3	72	5	4,041,707	1
Queens Borough Public Library	11,222,610	4	12,784,128	6	62	6	2,230,722	9
County of Los Angeles Public Library	9,844,048	5	18,592,266	4	85	3	3,373,360	2
Chicago Public Library	8,526,591	6	11,291,966	7	80	4	2,695,598	5
Brooklyn Public Library	8,380,347	7	14,537,799	5	58	7	2,504,700	6
Miami-Dade Public Library System	5,473,200	8	4,348,164	9	49	8	2,334,509	8
Houston Public Library	3,795,522	9	5,858,337	8	41	9	2,349,993	7

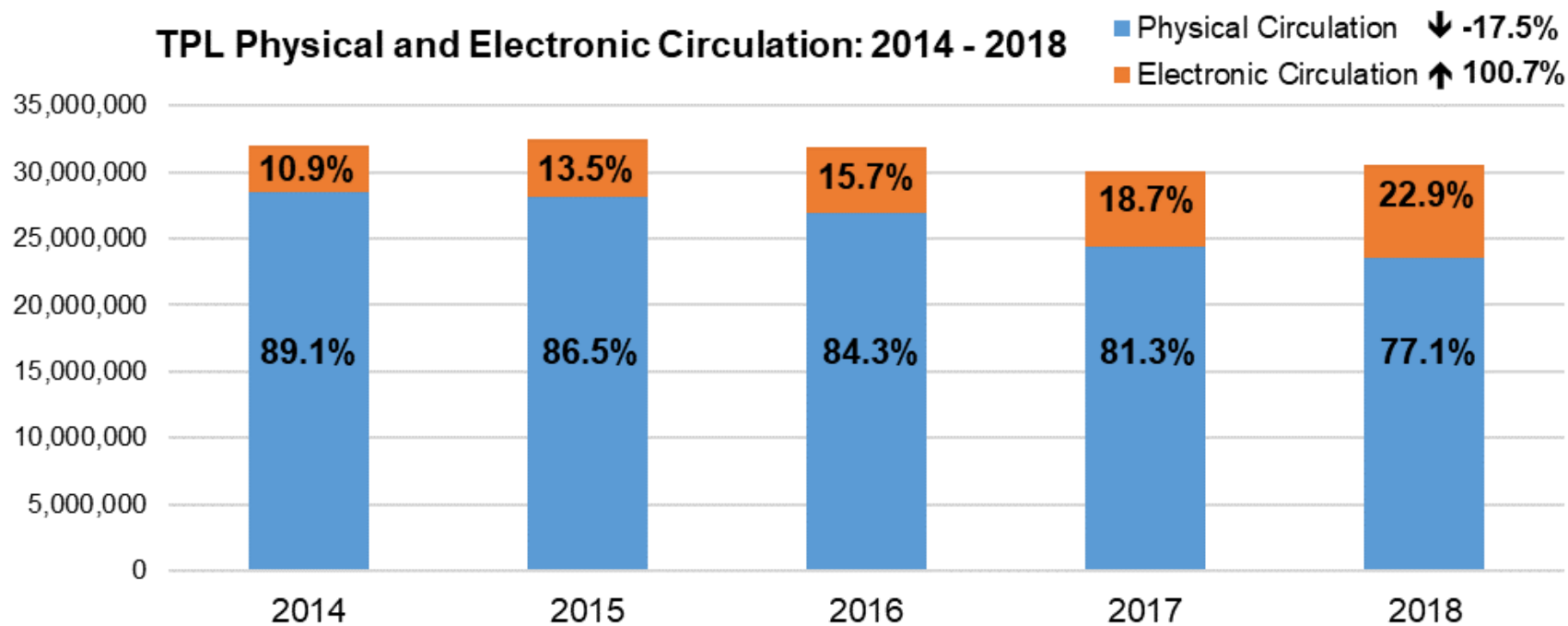
How We Compare: International

Library Systems	Circulation Per Capita	Rank	Total Circulation	Rank	Visits Per Capita	Rank	Total Visits	Rank
Toronto Public Library	11.68	1	31,910,577	2	6.67	2	18,232,347	3
Hong Kong Public Libraries	6.87	3	50,503,898	1	5.10	3	37,463,611	1
New York Public Library	6.36	4	22,723,338	4	3.88	6	13,867,000	4
Singapore National Library	5.69	5	31,900,000	3	4.68	4	26,215,982	2
Los Angeles Public Library	4.03	7	16,276,897	5	3.25	8	13,145,751	5
Miami-Dade Public Library System	1.32	13	3,571,989	13	2.02	11	5,473,200	9
Berlin Public Library	1.01	14	3,611,242	12	0.37	15	1,333,537	15
Rome Public Library	0.28	15	796,452	15	0.66	14	1,904,237	14



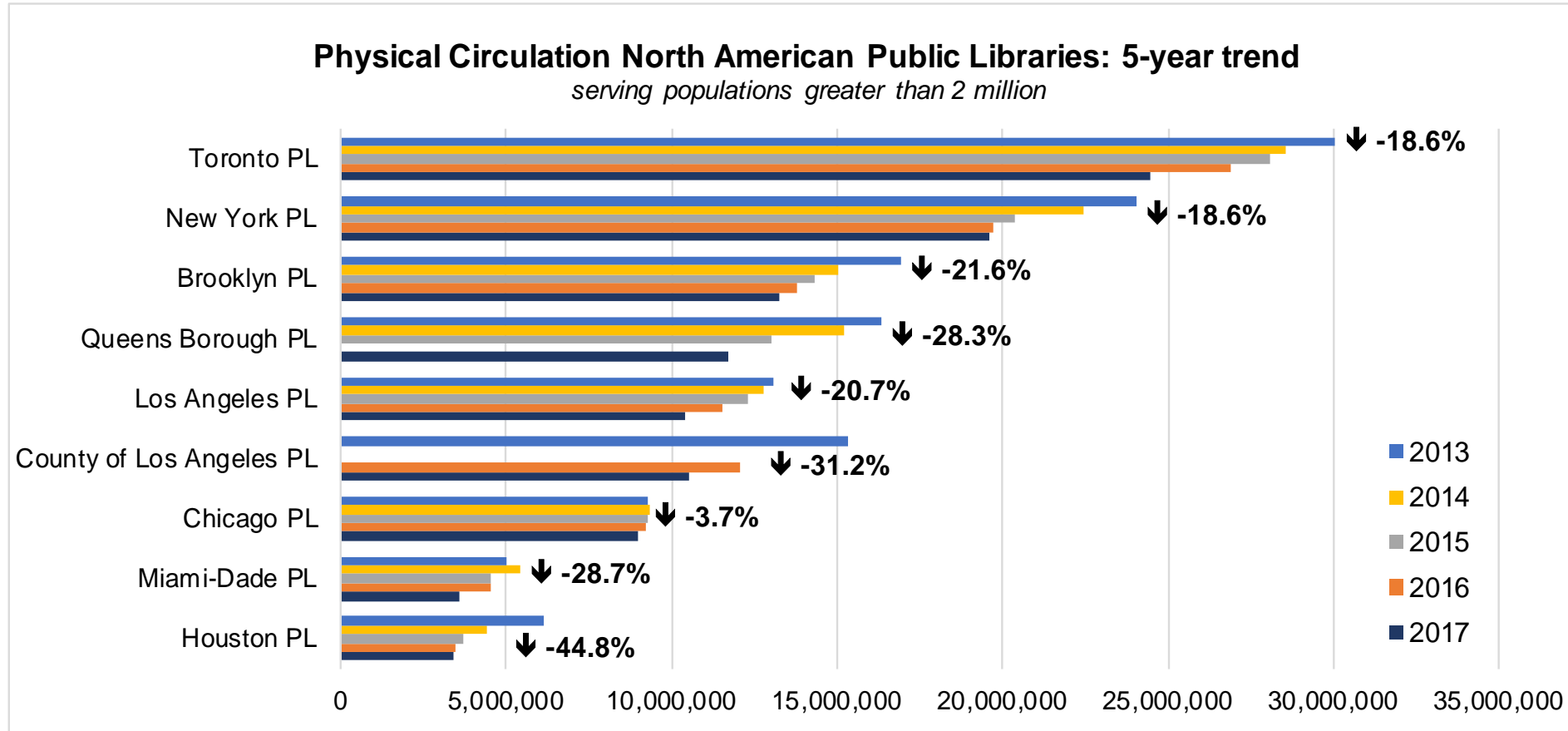


Circulation: Physical and Electronic

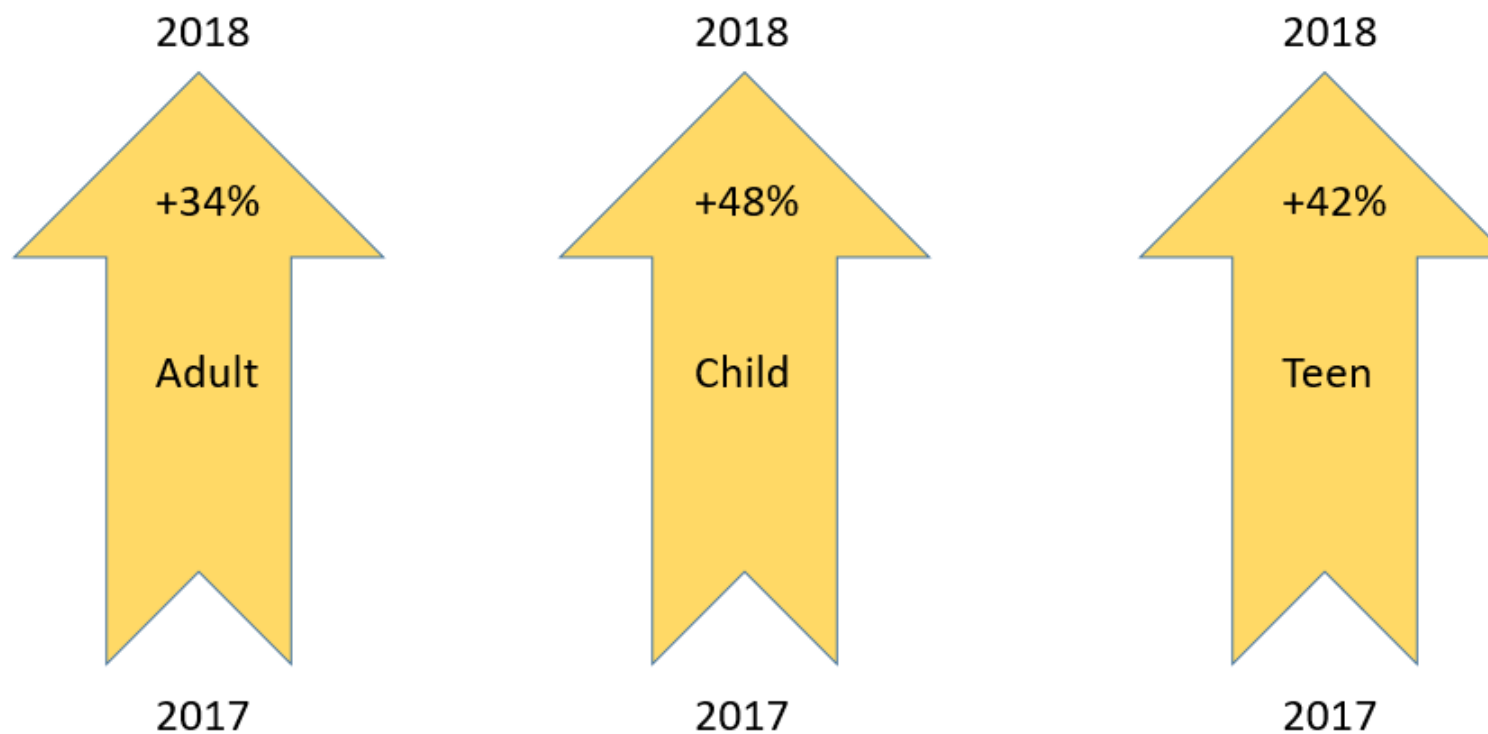


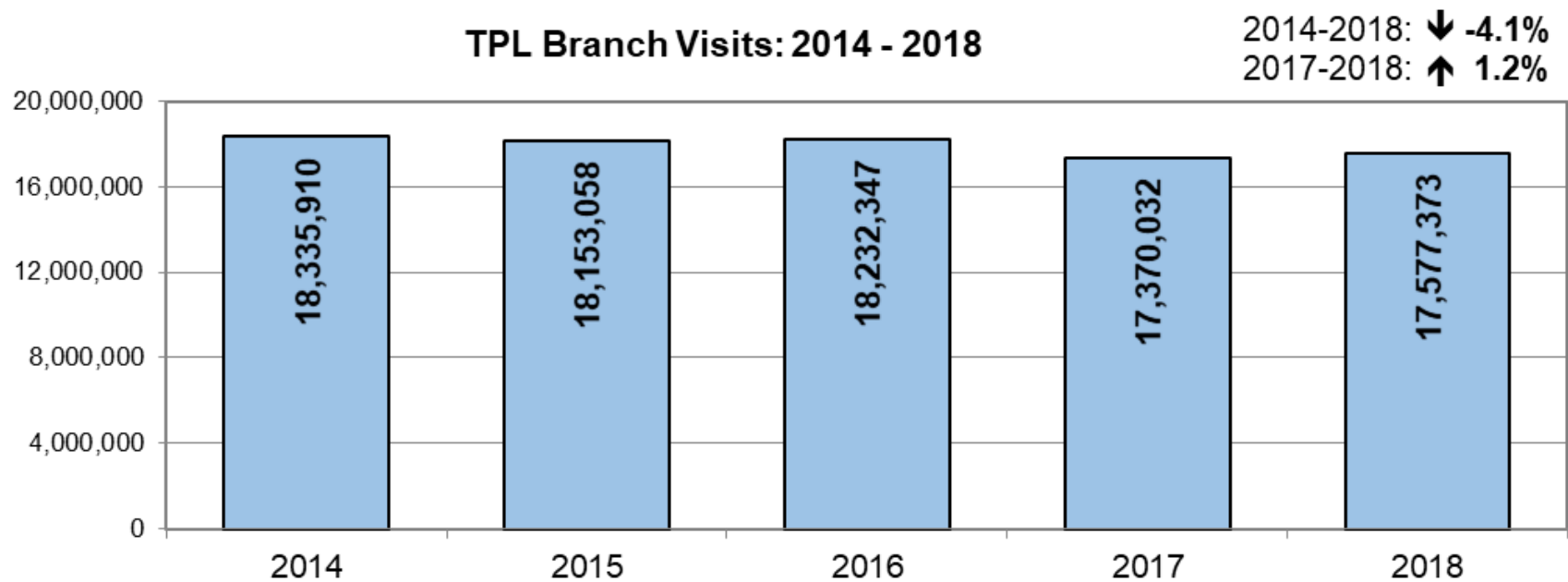
Circulation: Physical and Electronic

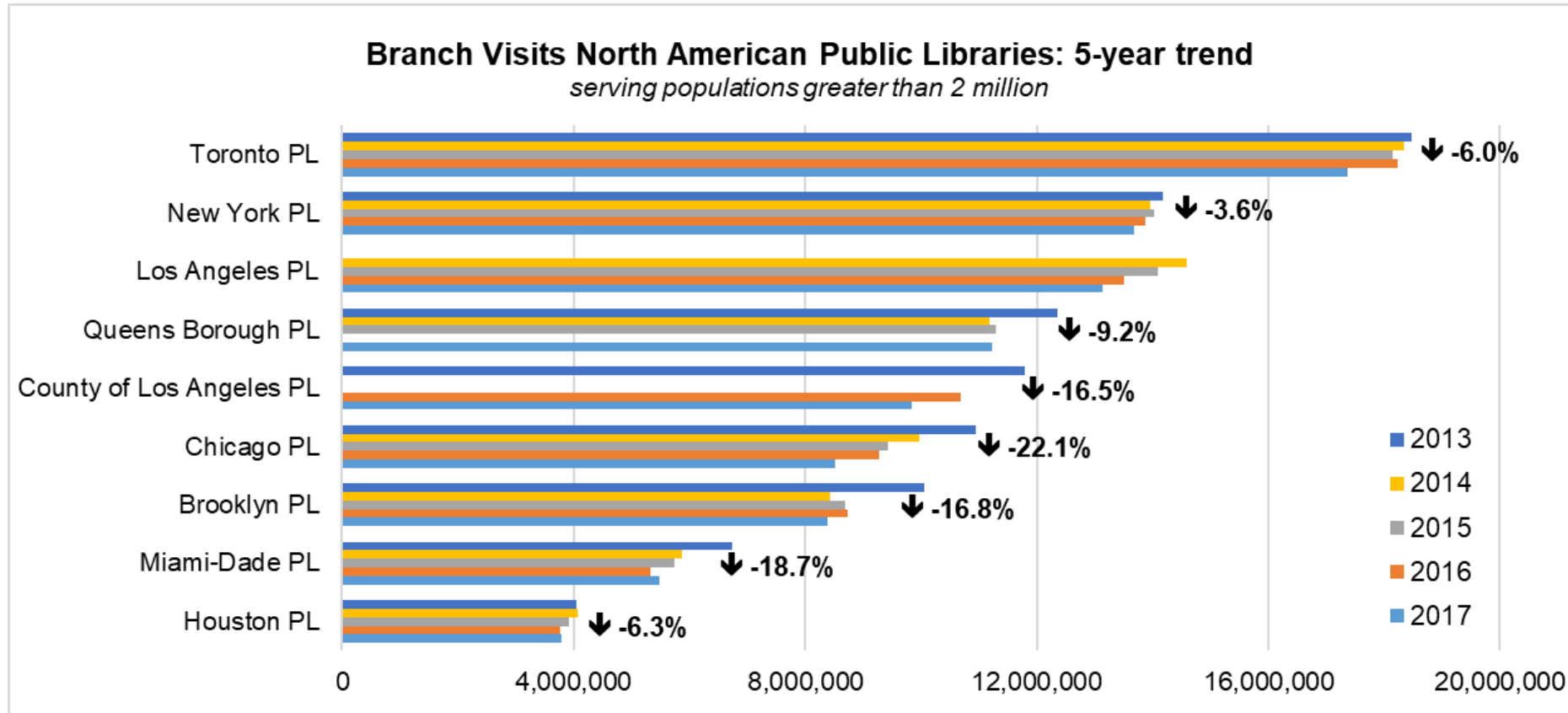
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eAudiobooks Circulation: 2017 – 2018 34.5%



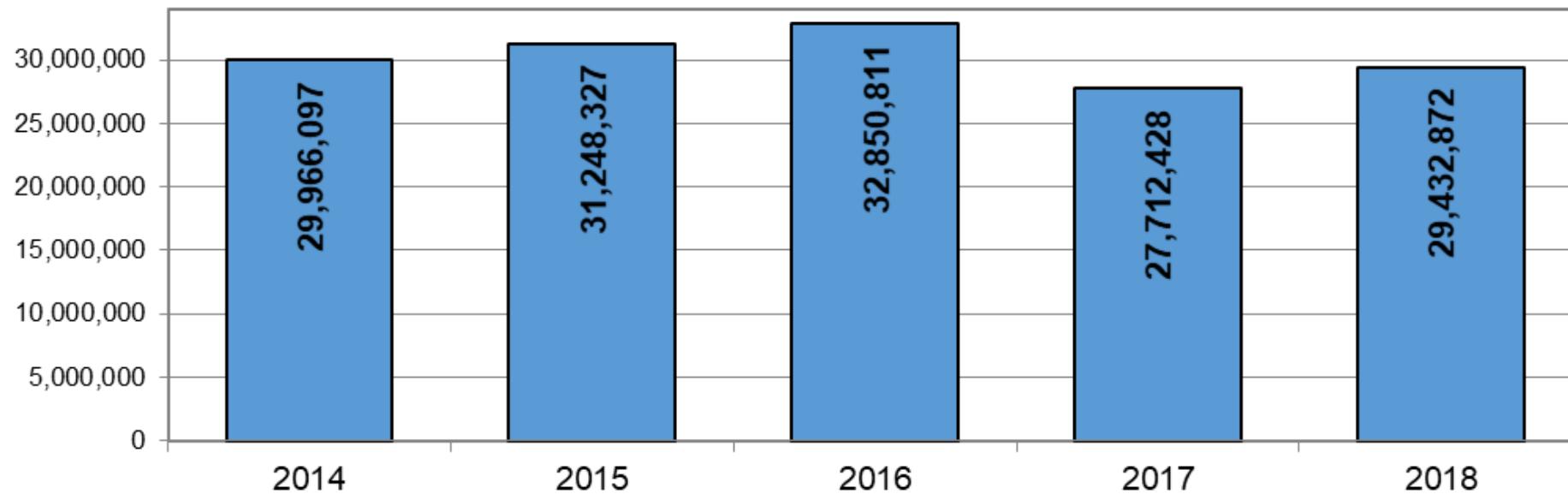


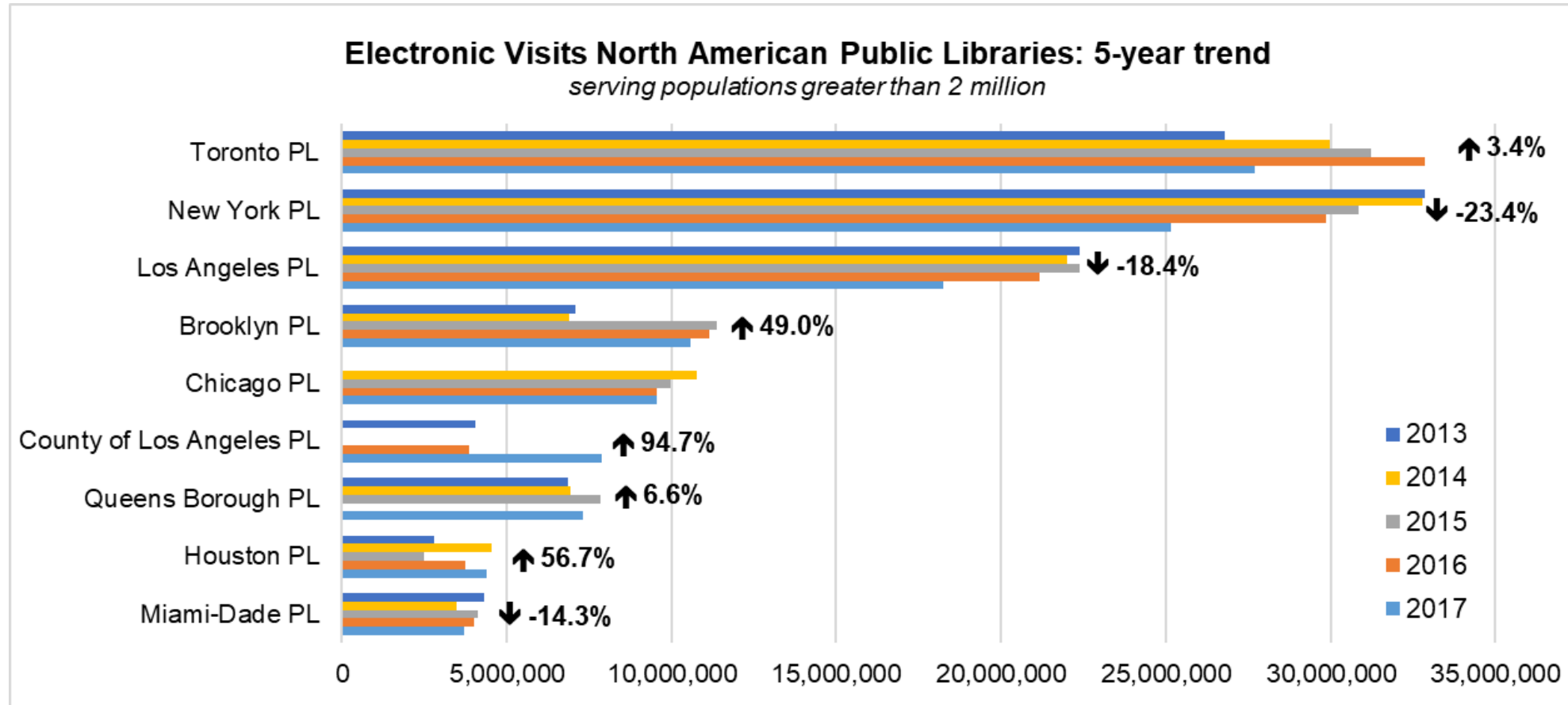


Visits: Virtual or Electronic

TPL Electronic Visits: 2014 - 2018

2014-2018: ↓ -1.8%
2017-2018: ↑ 6.2%

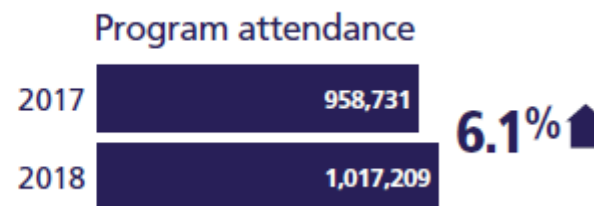
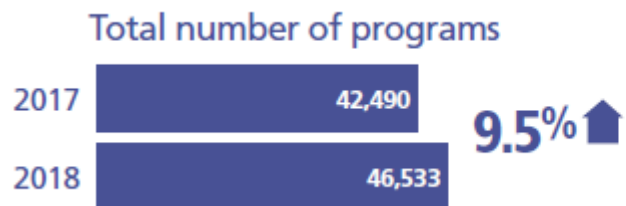
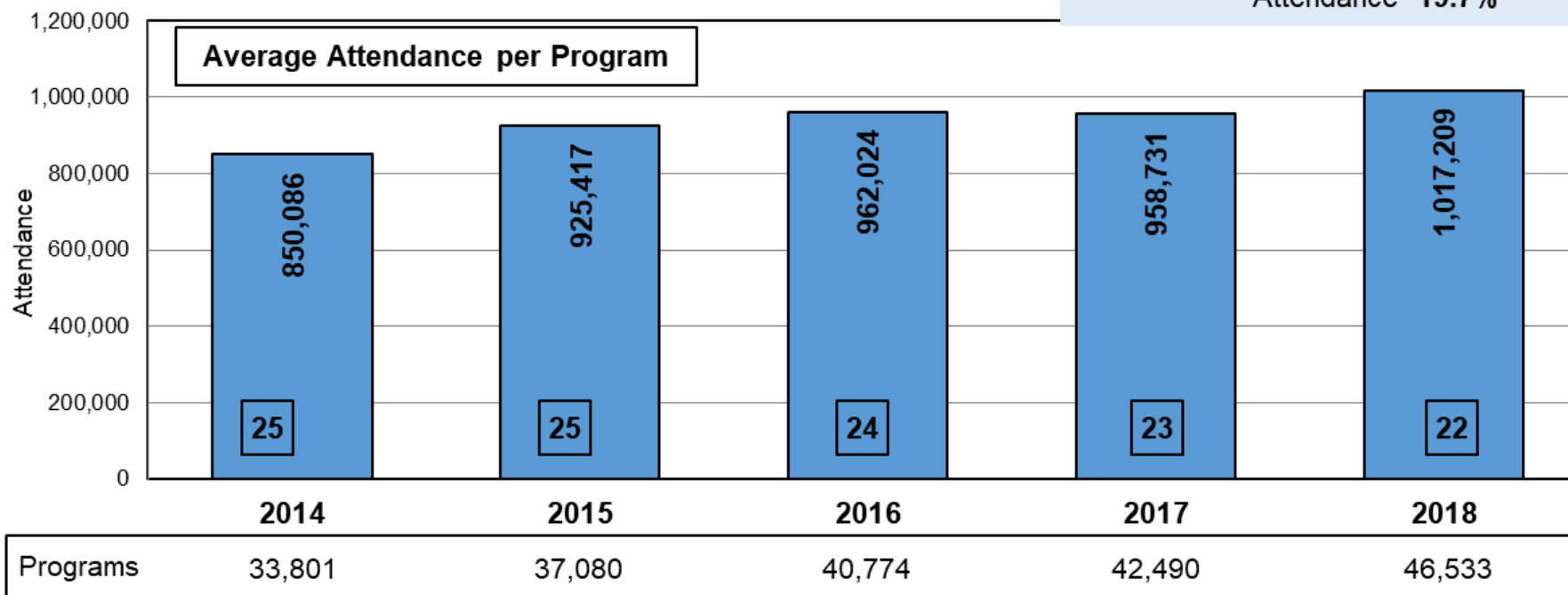


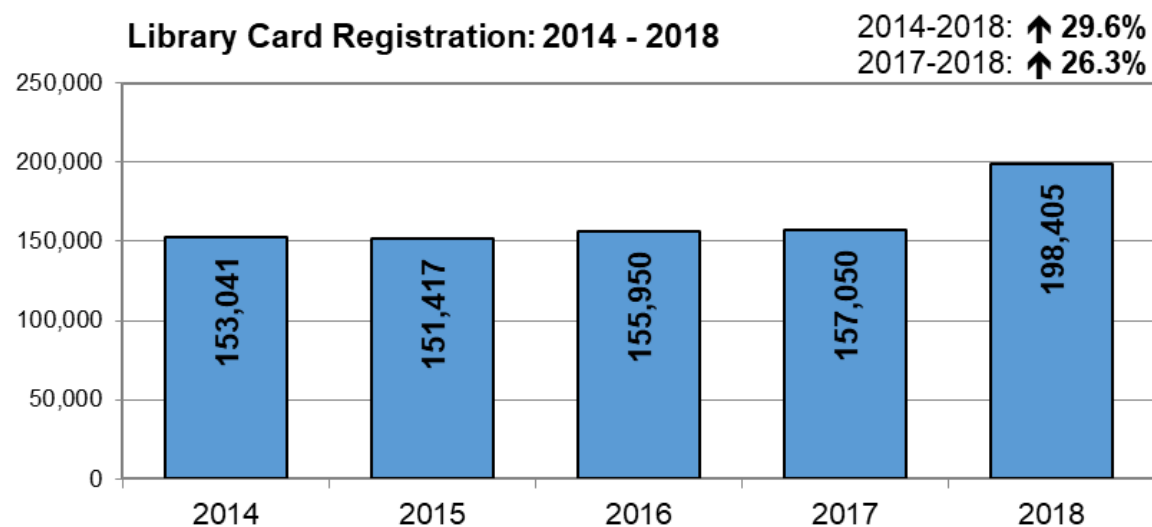


Programs and Attendance

Programs and Attendance: 2014 - 2018

2014 - 2018: Programs 37.7% ↑
Attendance 19.7% ↑





Library Membership	Child (0-12)	Teen (13-17)	Young Adult (18-24)	Adult (25+)	All Adults (18+)	Total
Active members (2018)	103,203	36,406	54,248	457,770	512,018	651,627
% of total active members	15.8%	5.6%	8.3%	70.3%	78.6%	100.0%
Toronto population	347,875	132,160	258,370	1,993,170	2,251,540	2,731,571
% of Toronto population	12.7%	4.8%	9.5%	73.0%	82.4%	100.0%
% of population that are active members	29.7%	27.5%	21.0%	23.0%	22.7%	23.9%

Overview

- Established by the Toronto Public Library Board in November 2016 to guide the development, monitoring and reporting of the Strategic Plan in each of the four years, as well as the overall achievements of the Strategic Plan over 2016 - 2019.
- Includes the Balanced Scorecard and the Strategic Plan Dashboard Visualization

The Dashboard provides a visualization of results and progress against the Strategic Plan priorities, and includes:

- Outcome Statement for each priority
- Sample Activities from the Strategic Work Plan
- Primary Outcome Measures: results against targets
- Customer Benefit Measures for select programs; technology services
- Key highlights for the year

Priority 1

Advancing our Digital Platforms

SAMPLE ACTIVITIES

2018

- Developed and implemented a customer eLearning portal and platform
- Re-envisioned Reader's Advisory services for the digital age

KEY INFLUENCING FACTORS FOR PRIMARY OUTCOME MEASURES:

Total virtual visits were lower in 2017 compared to 2016, due to a change in methodology on how traffic to tpl.ca and OverDrive was counted.

OUTCOME

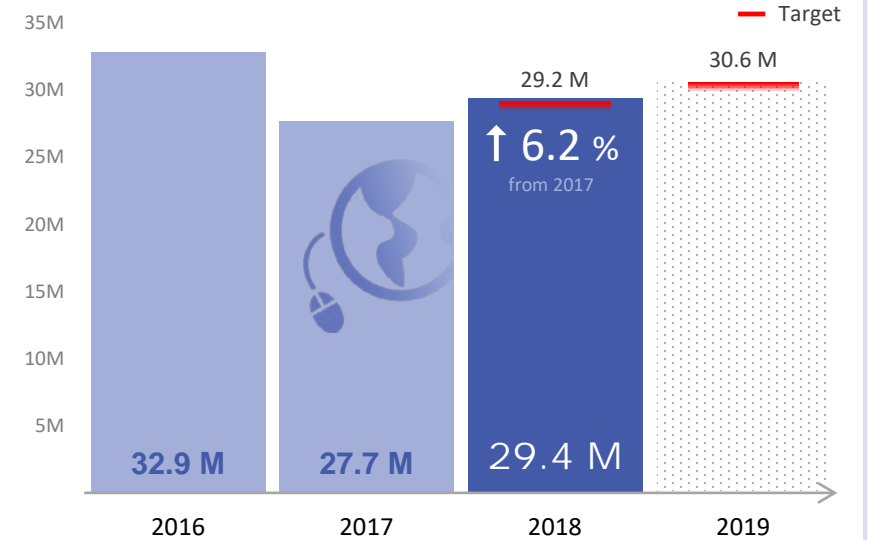
Torontonians have convenient access to a full range of library services through integrated digital platforms, and exceptional customer experiences at their every point of need.

Total Virtual Visits

PRIMARY OUTCOME MEASURES

% OF TARGET REACHED IN 2018
100.9 %
TARGET ACHIEVED

2016	32,850,811
2017	27,712,428
2018	29,432,872



2018 HIGHLIGHTS

Online Engagement

SOCIAL MEDIA & EMAIL

Online engagement increased in 2018 across all channels

f 18.0% increase in Facebook followers

t 13.6% increase in Twitter followers

14.6 M Total audience and reach

y 23.3% increase in YouTube views

e 16.7% increase in e-newsletter subscribers

3.3 M Engagement 450 K Fulfillment

Audience and Reach: # of people who followed and had any posts from our channels enter their screen.
Engagement: # of times people have engaged with our posts through likes, comments, shares and more.
Fulfillment: # of times people performed a desired action as a result of a social media interaction.

Electronic Circulation

5.6 M checkouts

TPL's OverDrive circulation in 2018 was the highest globally!

24.1% increase in electronic circulation (downloads & streaming)

16% increase in eBook circulation 35% increase in eAudioBook circulation

205% increase in eVideo circulation

Priority 2

Breaking down barriers to access and driving inclusion

SAMPLE ACTIVITIES

2018

- Implemented year-round Sunday service at 13 additional branches prioritizing NIA communities
- Developed a Facilities Master Plan to prioritize infrastructure investments and identify capital requirements
- Implemented community librarianship model across district and Research & Reference service tiers

KEY INFLUENCING FACTORS FOR PRIMARY OUTCOME MEASURES:

North York Central Library, TPL's busiest branch, re-opened floors one to three on July 5, 2018.

Expanded Sunday hours: five additional branches opened in July and August, and nine additional branches opened September to June.

Increased number of programs and events.

OUTCOME

Torontonians from all walks of life have easy, local access to the library services they want and need.

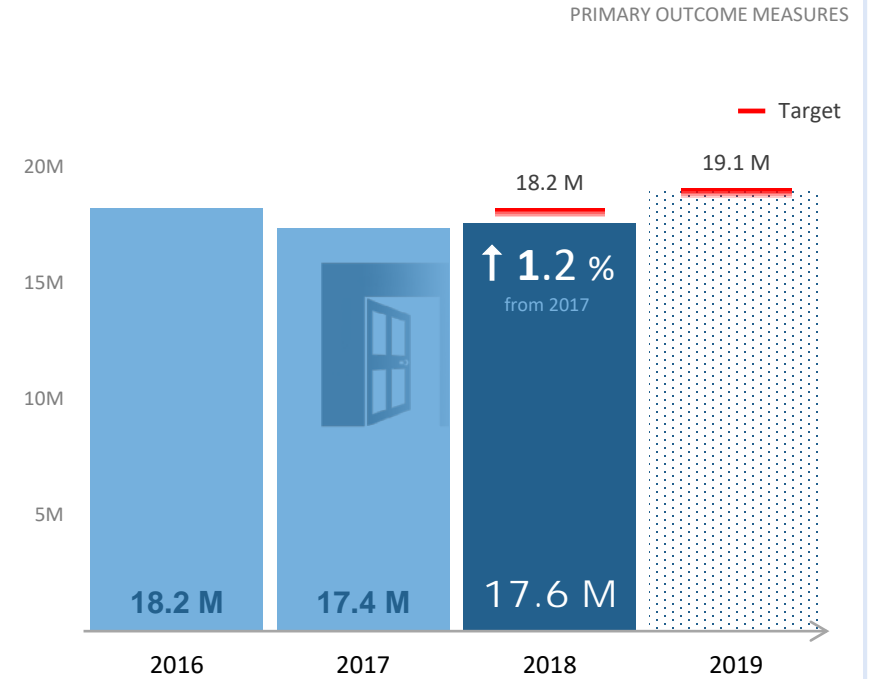
Total Visits

% OF TARGET REACHED IN 2018

96.4 %

WITHIN TARGET

2016	18,232,347
2017	17,370,032
2018	17,577,373



2018 HIGHLIGHTS

Library Membership



26.3%

total increase in new library card registrations in 2018

↑ 36.0%
Increase for **Young Adults (18-24)**

↑ 26.3%
increase for **Adults (25+)**

↑ 15.3%
Increase in **Teen (13-17)** registrations

↑ 10.7%
Increase in **Child (0-12)** registrations

Effective April 2018, changes to the membership services policies reduced barriers to getting a library card for vulnerable individuals experiencing homelessness or precarious housing, and those who do not qualify for, or wish to pay the non-resident fee for a full-service card.

122.6% increase in new library card registrations for **vulnerable individuals** in 2018, as a result of the reduction in barriers

544.9% increase in registrations for **visitor cards** in 2018, as a result of the reduction in barriers

Book a Librarian

ACCESSIBLE ONE-ON-ONE HELP

Free 30-60 minute appointments offering customized one-on-one help, on a wide range of topics.

208.0% Increase in appointments for one-on-one **Job Search Help** in 2018

49.4% Increase in Business help one-on-one sessions conducted

Priority 3

Expanding access to technology and training

SAMPLE ACTIVITIES

2018

- Expanded the Wi-Fi hotspot lending program to 1000 devices, which were made available for loan to low income individuals in Neighbourhood Improvement Areas (NIAs).
- Implemented TPL's Digital Literacy Vision, including improving and expanding digital innovation services
- Launched Bridge, the Ontario libraries technology assessment toolkit to measure digital inclusion and digital literacy across the province.

KEY INFLUENCING FACTORS FOR PRIMARY OUTCOME MEASURES:

Methodology changed in 2018: use is now based on sessions longer than 15s instead of sample quarterly data.
 North York Central Library closure: NYCL typically accounts for 7.4% of annual use.

OUTCOME

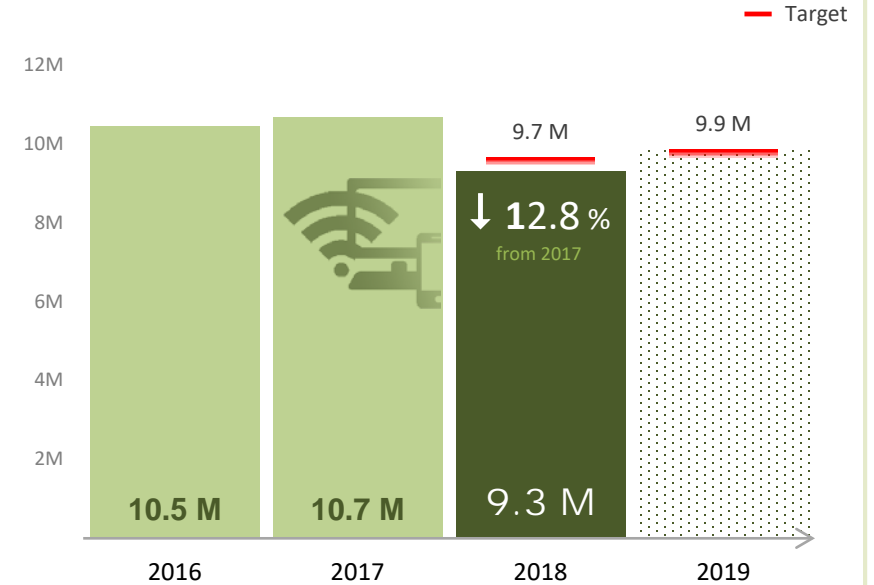
Torontonians have increased access to current and emerging technology, training and expertise to promote digital literacy and inclusion

In-branch use of wireless and workstations

PRIMARY OUTCOME MEASURES

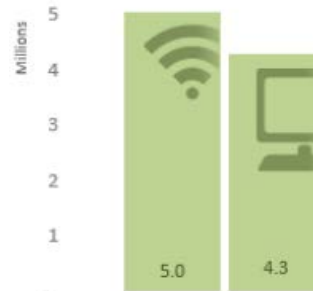
% OF TARGET REACHED IN 2018
96.3 %
 WITHIN TARGET

2016	10,450,256
2017	10,669,405
2018	9,300,461



2018 HIGHLIGHTS & CUSTOMER BENEFIT MEASURES

Increasing Wi-Fi Use



In-branch Wi-Fi use has grown by 26% since 2016, and in 2018 it surpassed in-branch workstation use for the first time.

Digital Inclusion & Literacy



Toronto Public Library is leading the implementation of the Ontario Libraries technology assessment toolkit (Bridge), to measure digital inclusion and digital literacy.

ACCESS TO TECHNOLOGY

47%
 of respondents who used library technology services would not otherwise have had access to at least some of that technology

DIGITAL COMFORT

76%
 of respondents reported increased digital comfort after using one or more technology services at the library

Based on 2018 Bridge data from survey conducted at 35 TPL branches during the month of December, 2018.

Priority 4

Establishing TPL as Toronto's centre for **lifelong and self-directed learning**

SAMPLE ACTIVITIES

2018

- Implemented three additional Youth Hubs at Malvern, Downsview and Flemingdon Park branches, providing afterschool space and programming to youth in Neighbourhood Improvement Areas.
- Expanded digital collection to include new and innovative products (e.g., Self-e, an e book platform for self-published ebooks)
- Expanded the use of eLearning resources through targeted outreach to post-secondary institutions.

OUTCOME

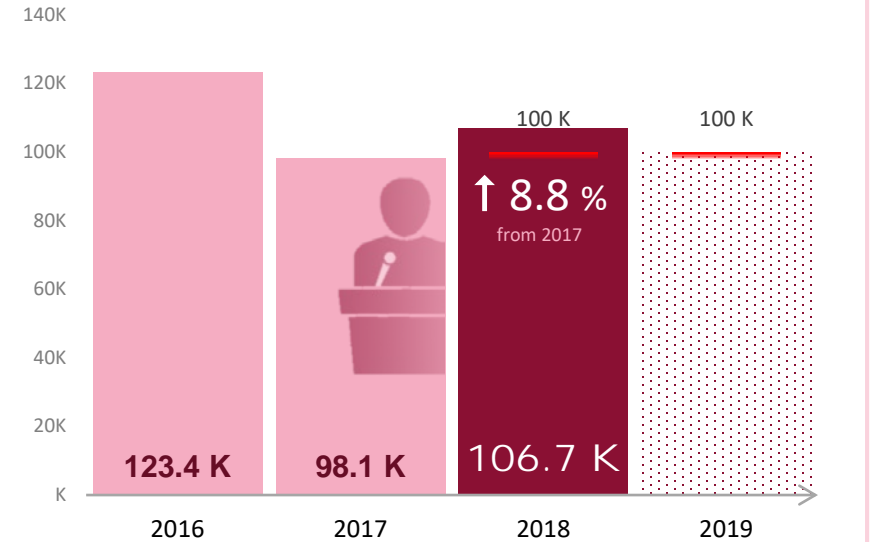
Torontonians have continuous, lifelong and self-directed learning opportunities to develop multiple literacies that support health, education, employment and entrepreneurship, and enhance their quality of life.

Learning Program Attendance

PRIMARY OUTCOME MEASURES

% OF TARGET REACHED IN 2018
106.7 %
TARGET OVER ACHIEVED

2016	123,360
2017	98,098
2018	106,745



CUSTOMER BENEFIT MEASURES

Youth Advisory Group (YAG)

62.0%

of responding Youth Advisory Group volunteers indicated their participation in the Youth Advisory Group successfully supported their literacy, education, work and/or quality of life.

Our Fragile Planet ENVIRONMENTAL EDUCATION

94.5%

of respondents indicated that they learnt something new as a result of attending the program

98.8%

of respondents expressed satisfaction with the program they attended

Financial Literacy Programs



82.9%

of respondents reported increased financial literacy as a result of attending a financial literacy program

90.8%

of respondents expressed satisfaction with the financial literacy program they attended

Priority 5

Creating **community connections** through cultural experiences

SAMPLE ACTIVITIES

2018

- Launched "On Civil Society" a program series that explores complex issues through the lenses of democracy, the media, wellness, urbanism, equality, security and more
- Continued to implement TPL's Indigenous Strategies (e.g., Incorporating indigenous content into TPL Programming and building up Indigenous collections)

OUTCOME

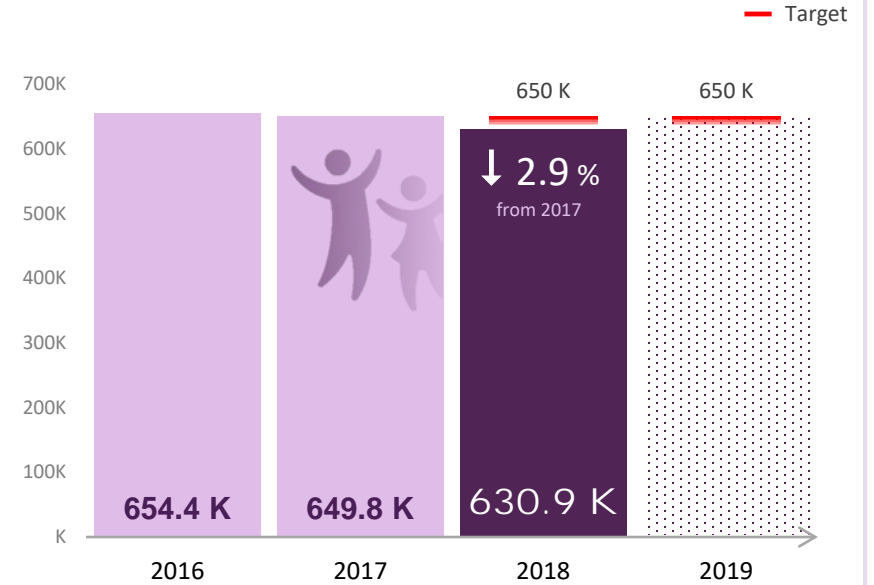
Torontonians have improved access to local and city-wide cultural experiences to support discovery and creative expression, foster cross-cultural understanding, and enhance social and community connections.

Cultural Program Attendance

PRIMARY OUTCOME MEASURES

% OF TARGET REACHED IN 2018
97.1 %
 WITHIN TARGET

2016	654,394
2017	649,756
2018	630,872



CUSTOMER BENEFIT MEASURES

Ready for Reading

PROGRAMS FOR KIDS
 BIRTH TO 5



98.2%

of respondents expressed satisfaction with the program:

80.7%
 reported being very satisfied

17.5%
 reported being satisfied

Young Voices

WRITING AND ART FEST

95.7%

of respondents indicated that they learned something new as a result of attending the art/writing workshops

100%

expressed satisfaction with the overall program they attended:

54.3%
 reported being very satisfied

45.7%
 reported being satisfied

Indigenous Service Initiatives

90.7%

of respondents indicated that as a result of attending the Indigenous program, they learned something new that they didn't know before.

94.7%

expressed satisfaction with the overall program they attended

69.3%
 reported being very satisfied

25.3%
 reported being satisfied

Priority 6

Transforming for 21st century service excellence

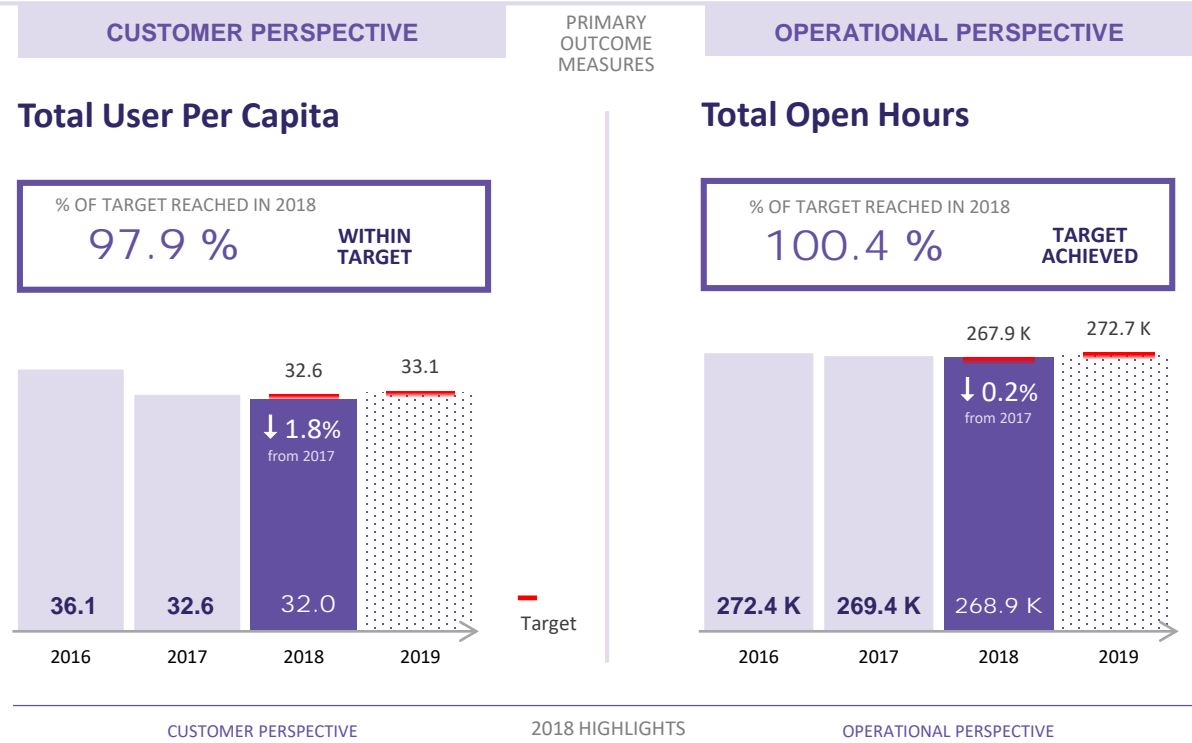
SAMPLE ACTIVITIES

2018

- Advanced Outcomes and Impacts of Library Services in Ontario (e.g., Bridge Toolkit)
- Continued the development of the Chinese Canadian Archive
- Introduced change management framework and leadership competencies, to support staff development and succession planning.
- Improved the sustainability of the IT digital infrastructure.

OUTCOMES

Torontonians experience exceptional, efficiently managed customer services how, when, and where they want and need them; TPL's organizational, digital and branch infrastructure support the delivery of strategic outcomes; Library staff have the skills and competencies to support excellent service delivery; and TPL has the financial resources to deliver strategic outcomes



EXPANDED USE

144,992 sessions in 2018
↑ 81.3% increase in usage from 2017

BRAINFUSE

One-on-one interactive online homework help with professional tutors for grades K-12.

LYNDA.COM

240,859 sessions in 2018

GALE COURSES

45,070 sessions in 2018

↑ 56.8% Increase in usage from 2017

Instructor-led online courses on a variety of topics.

TPL EXPERIENCE 360

Creating an exceptional customer experience and brand

2,000 Written comments contributed	15+ Workshops	3,260 Online votes counted and 270 ideas contributed	100 Branches participated
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CHINESE CANADIAN ARCHIVE
Recipient of the 2018, **Heritage Toronto Public History Award**, in recognition of its work documenting Chinese Canadian history in the GTA from 1878 to the present.

STRATEGIC PLAN
98.0% of the 107 initiatives and activities from the 2-year **2018-2019 Workplan** are projected to be completed by the end of 2019.

CHANGE MANAGEMENT
91.0% of TPL's managers completed the City's Fundamentals of Change Management course, with 22 opting to pursue a Change Management Certificate.

Priority 6

Transforming for 21st century service excellence

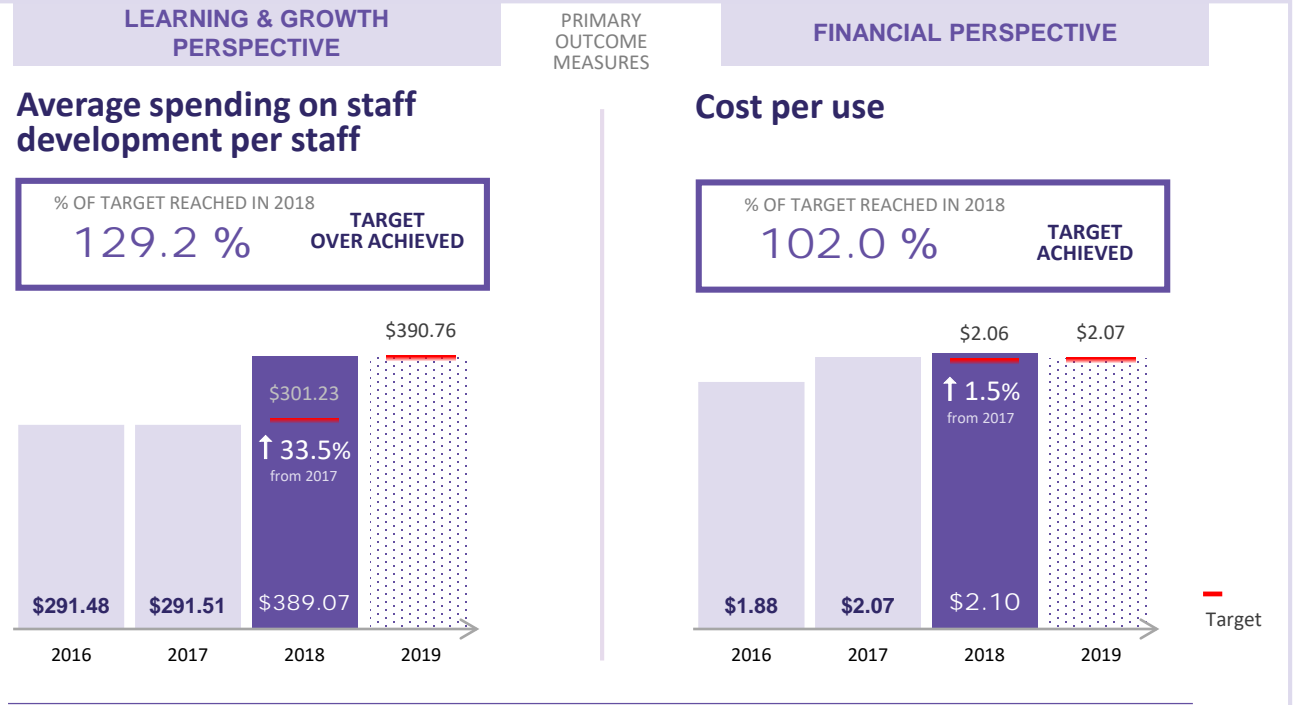
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54 webinar courses 166 in-person

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1,110 Staff attended Technology & e-Resources courses over 47 sessions.

707 Staff received Indigenous Cultural Competency Training.

197 Staff received Mental Health training over 4 courses.

FUNDRAISING

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80.4% or \$31.441 million of the approved cash flow spent in 2018. The average five-year capital spending rate is 86.8%, well above the City average.

97.1% of the approved cash flow for the Multi-Branch State of Good Repair Program spent in 2018, with three sub-projects completed, ensuring branches can remain operational until a major renovation can be funded.

