LIBRARY SERVICES

TORONTO

PROGRAM MAP

Toronto Public Library

| Library Collections and Borrowing | Branch and E-Services | Partnerships, Outreach and Customer Engagement |

Public libraries provide services for residents of all ages and backgrounds in a welcoming and supportive environment. Libraries promote literacy, address residents' educational and recreational needs and enhance their quality of life. Libraries are important hubs that strengthen community connections and diversity. Libraries also support and promote reading skills.

Public libraries provide responsive collections, services, programs and community space to proactively address diverse and changing community needs. Partnerships enhance and extend the library's reach, remove barriers and engage residents in services.

In an information society and knowledge economy, access to the internet and current technology is essential to meaningful participation in daily life. Public libraries have an important role in addressing the digital divide that is residents' lack of access to technology or the skills to use it effectively. The digital divide relates to education, income and age. Libraries address this divide by providing internet and computer access, wireless access and user education. For some residents, the public library is their main access, while for others it augments access available at home, work or school. Increasingly, collections, programs and services are offered online, enhancing accessibility and engaging new library users.

SUMMARY OF PERFORMANCE MEASUREMENT RESULTS

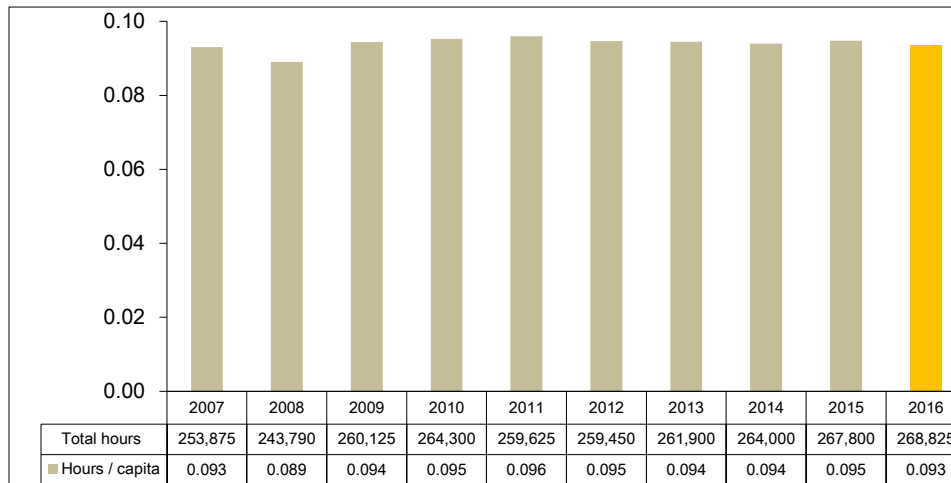| Question	Indicator/Measure	Internal Comparison of Toronto's 2016 vs. 2015 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2016	Chart & Page Ref.
Service Level Indicators				
How many hours of service do library branches provide?	Annual Number of Library Service Hours per Capita – (Service Level)	**Stable** **Number of library hours was stable** (service level indicator)	**2** **Rate of library hours is at median** (service level indicator)	18.1 18.2 pg. 5
What is the size of library holdings/ collection?	Number of Library Holdings per Capita – (Service Level)	**Decreased** **Size of library holdings decreased in 2016** (service level indicator)	**1** **Higher rate of library holdings compared to others** (service level indicator)	18.3 18.4 pg. 7
Community Impact Measures				
How often do residents use the library system?	Annual Library Uses per Capita (Electronic & Non-Electronic) – (Community Impact)	**Stable** **Total library uses was stable**	**1** **Highest rate of library use compared to others**	18.5 18.6 pg. 8/9
How often do residents use non-electronic library services such as borrowing a book or visiting a branch?	Non- Electronic Uses per Capita – (Community Impact)	**Decrease** **Non-electronic uses decreased**	**1** **Higher rate of non-electronic library use compared to others**	18.5 18.6 pg. 8/9
How often do residents use electronic library services such as accessing a database or using a computer workstation?	Electronic Library Uses per Capita – (Community Impact)	**Increase** **Electronic library use increased**	**1** **Higher rate of electronic library use compared to others**	18.5 18.6 pg. 8/9
Customer Service Measures				
How often are items borrowed from the circulating collection?	Average Number of Times in Year Circulating Items are Borrowed /Turnover – (Customer Service)	**Stable** **Turnover rate of circulating materials was stable**	**1** **Higher turnover rate of circulating materials compared to others**	18.7 18.8 pg. 10
Efficiency Measures				

Question	Indicator/Measure	Internal Comparison of Toronto's 2016 vs. 2015 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2016	Chart & Page Ref.
What does it cost for each library use?	<u>Operating</u> Cost per Use – (Efficiency)	**Decrease** **Operating cost per library use decreased**	**2** **Lower operating cost per library use compared to others**	18.9 18.10 pg. 11/12
What does it cost for each library use?	<u>Total</u> Cost per Use – (Efficiency)	**Stable** **Total cost per library use Stable**	**2** **Lower total operating cost per library use compared to others**	18.9 18.10 pg. 11/12

Overall Results	Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)	
	0- Increased 1 - Stable 1-Decreased	2 - Favourable 3 - Stable 1 - Unfavourable	1 - 1st quartile 1 - 2nd quartile 0- 3rd quartile 0- 4th quartile	4- 1st quartile 2- 2nd quartile 0 - 3rd quartile 0- 4th quartile	
	50% stable or increased	83% favourable or stable	100% in 1st and 2nd quartiles	100% in 1st and 2nd quartiles	

For an explanation of how to interpret this summary and the supporting charts, please see the Guide to Toronto's Performance Results. These quartile results are based on a maximum sample size of 10 municipalities.

SERVICE/ACTIVITY LEVELS

Two aspects of library services that can be used to compare service levels are the service hours of library branches and the size of the library holdings (or collections).

18.1 - HOW MANY HOURS ARE LIBRARY BRANCHES OPEN FOR IN TORONTO?

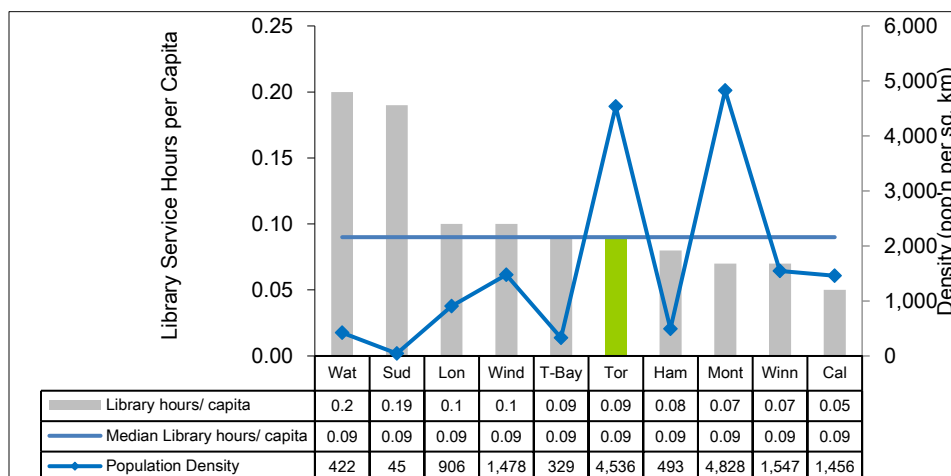|	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total hours	253,875	243,790	260,125	264,300	259,625	259,450	261,900	264,000	267,800	268,825
■ Hours / capita	0.093	0.089	0.094	0.095	0.096	0.095	0.094	0.094	0.095	0.093

Chart 18.1
summarizes the total number of library service hours and rate per capita for all Toronto library branches.

Chart 18.1 (City of Toronto) Number of Library Service hours per Capita

Library hours remained relatively stable in 2016. The results for 2010 and prior years are not based on Statistics Canada revised population estimates. Information on the total hours library branches are open per year in each of Toronto's 140 neighbourhoods can be found at Wellbeing Toronto.

18.2 –HOW DO TORONTO'S LIBRARY HOURS COMPARE TO OTHER MUNICIPALITIES?

	Wat	Sud	Lon	Wind	T-Bay	Tor	Ham	Mont	Winn	Cal
■ Library hours/ capita	0.2	0.19	0.1	0.1	0.09	0.09	0.08	0.07	0.07	0.05
— Median Library hours/ capita	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
◆ Population Density	422	45	906	1,478	329	4,536	493	4,828	1,547	1,456

Chart 18.2
compares Toronto's 2016 library service hours per capita to other municipalities, which are plotted as bars relative to the left axis.

Chart 18.2 (MBNC 2016) Number of Library Service hours per Capita

This calculation is based on the sum of hours at all library branches that were open, regardless of the size of those branches. It also excludes the numerous electronic services provided on a 24-hour basis through library websites, as well as through outreach services such as bookmobiles.
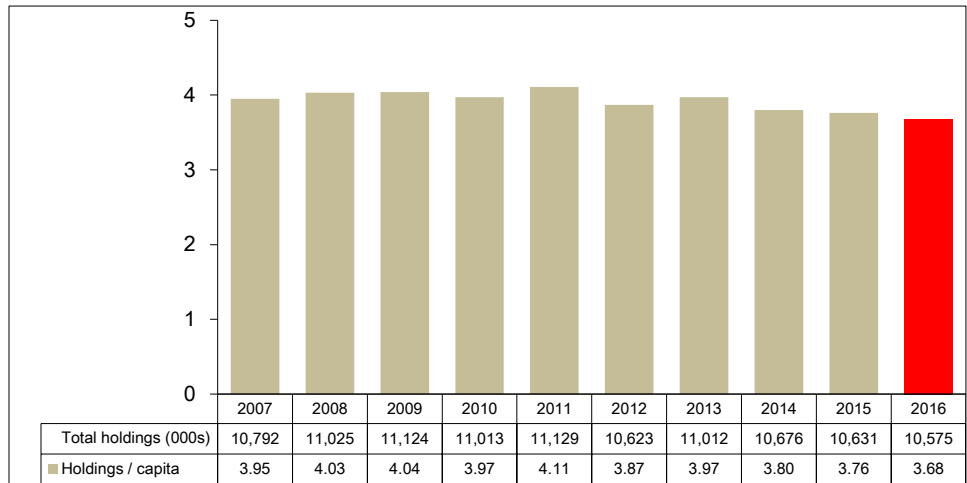
Toronto ranks sixth of ten (second quartile) municipalities in terms of having the highest number of library service hours per capita. Population density (persons per square kilometre) is plotted as a line graph relative to the right axis on Chart 18.2. Toronto is far more densely populated than the other municipalities. Municipalities with relatively lower population densities may require more library branches and hence more service hours, to provide service within a reasonable distance to residents. In a denser setting such as Toronto, residents can use non-vehicular alternatives, such as public transit or walking, to travel to a library.

Increased population density may also bring increased need and demand for extended service hours. Residents, including students, require computer and wireless access, study space, research materials and a central community hub to relax and engage with others. Access to meeting rooms by community groups builds community networks and capacity.

This measure does not consider the size of library branches, the range of services provided at those branches and whether or not the service hours provided maximizes usage of library branches in municipalities. If the average weekly service hours per branch are compared, Toronto's result of 53 hours per week ranks fourth among the ten municipalities.

Another indication of service levels is the size of the library holdings or collection per capita, which consists of both print and electronic media. Print media includes reference collections; circulating/ borrowing collections; and periodicals. Electronic and audiovisual media includes DVDs and CDs; electronic databases and downloadable materials, including eBooks; and audio books. Toronto ranks second in library holdings per capita.

18.3 – WHAT IS THE SIZE OF TORONTO'S LIBRARY HOLDINGS/COLLECTION?

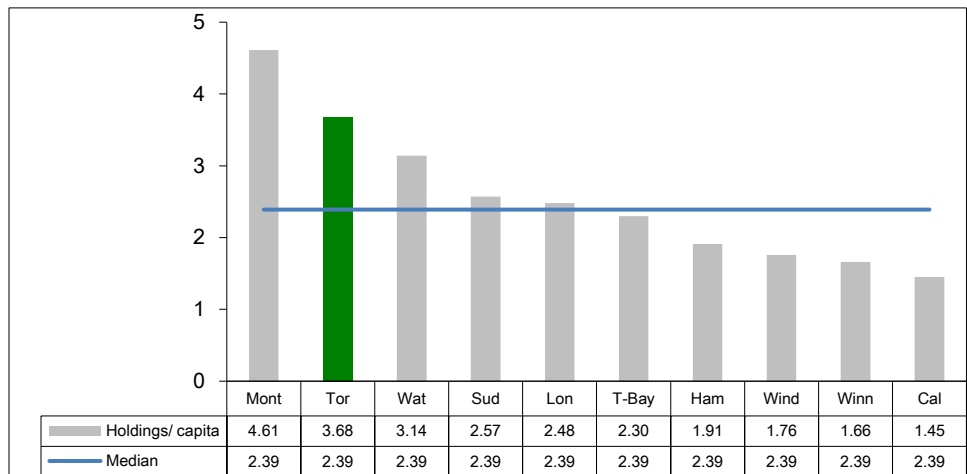|	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total holdings (000s)	10,792	11,025	11,124	11,013	11,129	10,623	11,012	10,676	10,631	10,575
Holdings / capita	3.95	4.03	4.04	3.97	4.11	3.87	3.97	3.80	3.76	3.68

Chart 18.3 provides information on Toronto's total (over 10.5 million items) holdings and the rate of library holdings per capita. The results for 2010 and prior years are not based on Statistics Canada revised population estimates.

Chart 18.3 (City of Toronto) Library Holdings per Capita

In 2016, library holdings per capita decreased slightly from the previous year by 2.1 percent, as a result of the de-accessioning of dated materials and the increased availability of electronic content.

18.4 – WHAT IS THE SIZE OF TORONTO'S LIBRARY HOLDINGS/COLLECTION COMPARED TO OTHER MUNICIPALITIES?

	Mont	Tor	Wat	Sud	Lon	T-Bay	Ham	Wind	Winn	Cal
Holdings/ capita	4.61	3.68	3.14	2.57	2.48	2.30	1.91	1.76	1.66	1.45
Median	2.39	2.39	2.39	2.39	2.39	2.39	2.39	2.39	2.39	2.39

Chart 18.4 compares Toronto's 2016 number of library holdings per capita to other municipalities.

Chart 18.4 (MBNC 2016) Library Holdings per Capita

Toronto ranks second of ten municipalities (first quartile) in terms of having the highest number of library holdings. Toronto's high ranking reflects the library's responsiveness to the diverse population and the comprehensiveness of the library's collections. Toronto offers extensive research and reference collections including special, historical and archival materials, ESL and literacy collections, electronic collections and recreational collections. To enhance accessibility, materials are offered for all ages in a range of reading levels, in over forty languages and in a variety of accessible formats, such as large print, and electronic formats including audio and eBooks.

COMMUNITY IMPACT

One of the primary goals of a municipal library system is to maximize the use of library resources and programming by residents. Library uses can be grouped into two categories: non-electronic and electronic.

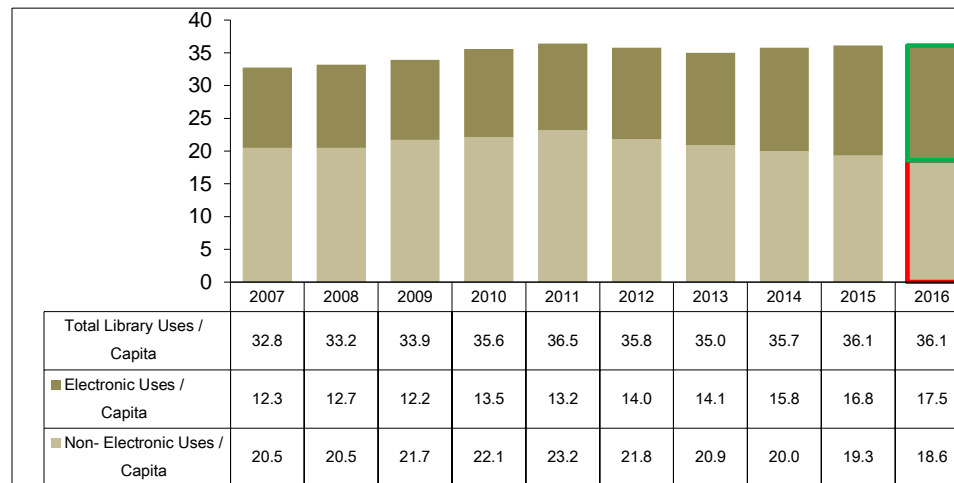Non-electronic library uses include:

- A visit to a library branch;
- Borrowing physical materials;
- Reference questions;
- Use of materials within the branch; and
- Attendance at programs.

Electronic library uses include:

- The use of computers and wireless connections in libraries;
- Online collections available in branches; and
- 24-hour access to library web services and electronic collections from home, work or school.

In 2016, there were over 100 million total library uses in Toronto.

18.5–HOW OFTEN DO RESIDENTS USE TORONTO'S LIBRARY SYSTEM?

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total Library Uses / Capita	32.8	33.2	33.9	35.6	36.5	35.8	35.0	35.7	36.1	36.1
■ Electronic Uses / Capita	12.3	12.7	12.2	13.5	13.2	14.0	14.1	15.8	16.8	17.5
■ Non- Electronic Uses / Capita	20.5	20.5	21.7	22.1	23.2	21.8	20.9	20.0	19.3	18.6

Chart 18.5 illustrates how many times Toronto's library system was used, on a per capita basis.

Chart 18.5 (City of Toronto) Library Users per Capita by Type

In 2016, total library uses per capita remained stable. There was an increase in electronic uses by 4.17 percent. There was a decrease in Non-electronic uses by 3.63%. An increase in electronic use represents efficiency in the way the service is delivered, as the library catalogue is now merged with the main website. Electronic usage is increasing over the longer-term and will represent a growing proportion of overall library activity. Information on the number of library uses and activities in Toronto's 140 neighbourhoods, as well as other indicators, can be found at Wellbeing Toronto.

18.6–HOW DOES LIBRARY USE IN TORONTO COMPARE TO OTHER MUNICIPALITIES?

	Tor	Winn	Cal	Ham	Lon	T-Bay	Sud	Mont	Wind	Wat
Total Library Uses / Capita	36.1	34.2	33.5	33.3	33.1	30.8	25.6	25.5	20.2	14.9
Non- Electronic Uses / Capita	18.6	11.8	19.5	18.5	17.1	13.7	14.1	17	9.8	10.3
Electronic Uses / Capita	17.5	22.4	14	14.9	16	17.2	11.5	8.5	10.4	4.6
Median Total Library Uses / Capita	31.95	31.95	31.95	31.95	31.95	31.95	31.95	31.95	31.95	31.95
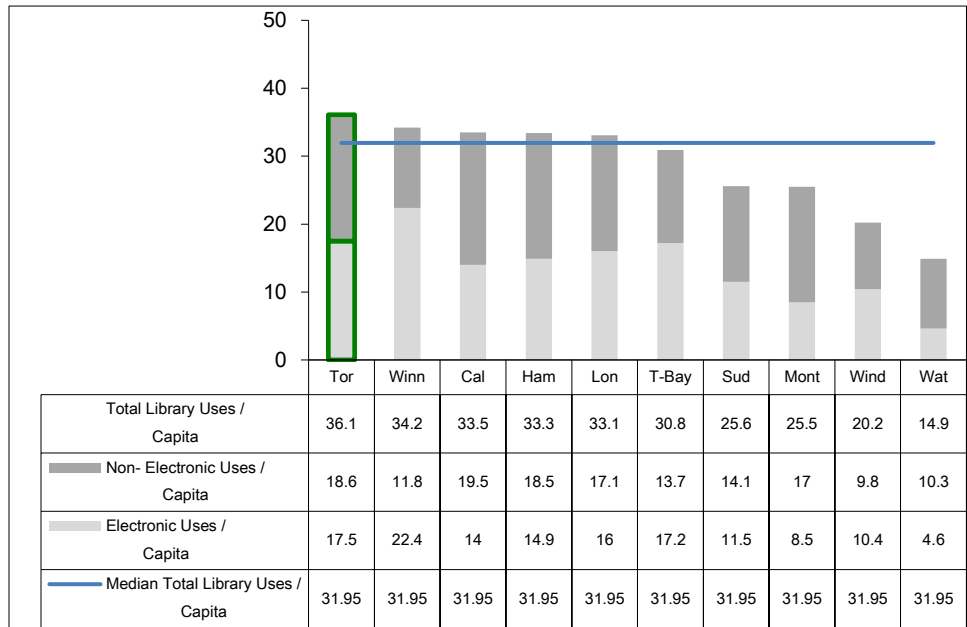
Chart 18.6 compares Toronto's 2016 library uses per capita to other municipalities.

Chart 18.6 (MBNC 2016) Library Users per Capita by Type

In terms of the highest rate of library use in 2016:

- Total library uses: Toronto ranks first of ten municipalities (first quartile).
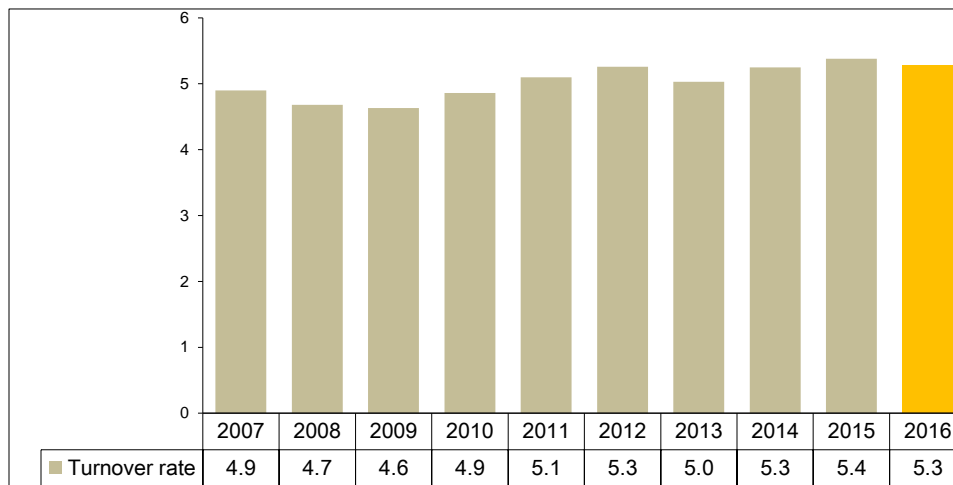- Electronic uses: Toronto ranks second of ten municipalities (first quartile).
- Non-electronic uses: Toronto ranks second of ten municipalities (first quartile).

Data collection is an issue for the comparability of electronic use between municipalities, as there continues to be wide variation in the methodology and reliability of metrics in this area.

CUSTOMER SERVICE

The quality of a library's collection is an important consideration for library users. The average number of times each item in a library's circulating collection is borrowed (turnover) is one way of measuring this quality. Generally, if the number of times an item has been borrowed in a year is higher, it is an indication of how popular and relevant the item is to users.

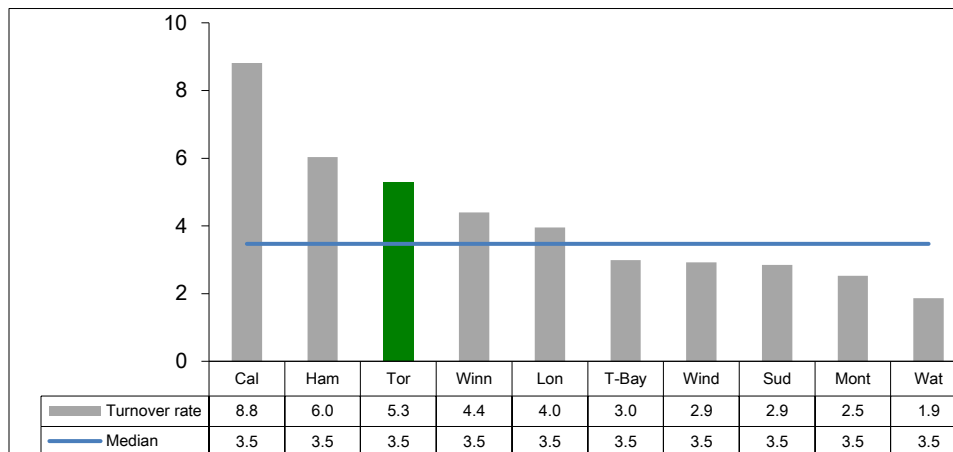## 18.7–HOW OFTEN ARE ITEMS BORROWED FROM TORONTO'S CIRCULATING COLLECTION?

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Turnover rate	4.9	4.7	4.6	4.9	5.1	5.3	5.0	5.3	5.4	5.3

Chart 18.7 provides data on the turnover rate of Toronto's circulating collection for the years 2007 to 2016.

In 2016, the turnover rate was relatively stable with a slight decrease.

Chart 18.7 (City of Toronto) Average Number of times in Year Circulating Items are Borrowed

18.8–HOW DOES TORONTO'S BORROWING/TURNOVER RATE FROM OUR COLLECTION COMPARE TO OTHER MUNICIPALITIES?

	Cal	Ham	Tor	Winn	Lon	T-Bay	Wind	Sud	Mont	Wat
Turnover rate	8.8	6.0	5.3	4.4	4.0	3.0	2.9	2.9	2.5	1.9
Median	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5

Chart 18.8 compares Toronto's 2016 turnover rate for its circulating collection to other municipalities.

Chart 18.8 (MBNC 2016) Average Number of times in Year Circulating Items are Borrowed

Toronto ranks third of ten municipalities (first quartile) in terms of having the highest turnover rate. Toronto achieved this high ranking while at the same time offering extensive non-circulating reference collections.

EFFICIENCY

The cost of library services in relation to the number of library uses can be used to assess the efficiency of library systems.

18.9–WHAT DOES IT COST IN TORONTO FOR EACH LIBRARY USE?

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total cost			$2.02	$1.98	$2.10	$1.94	$2.04	$1.98	$2.02	$1.98
Amortization			$0.28	$0.27	$0.29	$0.29	$0.30	$0.30	$0.31	$0.31
Operating cost	$1.83	$1.95	$1.74	$1.71	$1.81	$1.65	$1.74	$1.68	$1.71	$1.67
CPI-adj. Op.Cost (base yr 2001)	$1.62	$1.69	$1.50	$1.44	$1.48	$1.33	$1.38	$1.30	$1.31	$1.25

Chart 18.9 provides Toronto's operating cost and total cost (operating cost plus amortization, excluding interest) per library use.

Chart 18.9 (City of Toronto) Cost per Library Use

Starting in 2009, changes in accounting policy were instituted, therefore results of 2009 and subsequent years are not as comparable to 2008 and prior years. More information is available in the Guide to Toronto's Performance Results. To reflect the impact of inflation, Chart 18.9 also provides Consumer Price Index (CPI) adjusted operating cost results, which are plotted as a line graph. This adjustment discounts the actual operating cost result for each year by the change in Toronto's CPI since the base year of 2001.

In 2016, compared to the previous year:

- Total cost of each library use was relatively stable with a slight decrease
- Operating cost of each library use decreased by 2.3 percent.

18.10–HOW DOES TORONTO'S COST PER LIBRARY USE COMPARE TO OTHER MUNICIPALITIES?

	Winn	Cal	Ham	Lon	Tor	T-Bay	Wind	Sud	Mont	Wat
Total cost	$1.27	$1.43	$1.78	$1.95	$1.98	$2.03	$2.10	$2.23	$2.55	$3.19
▇ Amortization	$0.06	$0.17	$0.31	$0.26	$0.31	$0.23	$0.33	$0.37	$0.06	$0.33
░ Operating cost	$1.21	$1.26	$1.47	$1.69	$1.67	$1.80	$1.77	$1.86	$2.49	$2.86
– – Median - Total	$2.01	$2.01	$2.01	$2.01	$2.01	$2.01	$2.01	$2.01	$2.01	$2.01
—— Median - Operating	$1.73	$1.73	$1.73	$1.73	$1.73	$1.73	$1.73	$1.73	$1.73	$1.73

Chart 18.10 compares Toronto's 2016 operating and total cost per library use to other municipalities

Chart 18.10 (MBNC 2016) Cost per Library Use

In terms of the lowest cost per library use, Toronto ranks fourth of ten (second quartile) for operating cost per library use; and fifth of ten (second quartile) for total cost per library use. Toronto continues to experience increases in service demand. Municipalities that have a higher proportion of electronic uses in relation to total library uses (see Chart 18.6) will tend to have a lower cost per library use.

2016 ACHIEVEMENTS AND 2017 PLANNED INITIATIVES

The following initiatives have improved or are intended to improve the efficiency and effectiveness of Toronto's Library operations.

2016 Initiatives Completed/Achievements

- Approved and implemented a new Strategic Plan 2016-2019 Expanding Access, Increasing Opportunity, Building Connections. The Plan harnesses the potential of new technologies and innovation to create greater awareness, access, and use of library services at the customer's point of need.
- Introduced tools and methodologies to evaluate progress in achieving Strategic Plan objectives for six priority areas.
    - The new Strategic work plan supports City initiatives, including the Toronto Seniors Strategy, Middle Childhood Strategy Framework, Poverty Reduction Strategy, Toronto Youth Equity Strategy, Toronto Newcomer Strategy and Toronto Strong Neighborhoods Strategy 2020.
- Advanced strategies to address the City's Poverty Reduction Strategy including:
    - The Fines Forgiveness Program - The Campaign effectively reached out to families in Neighborhood Improvement Areas, especially children and youth living in priority neighborhoods.
    - Added 2 new Youth Hubs at Fairview and Maria A. Shchuka branches, for a total of 6 Youth Hubs, with plans to add additional branches in 2017.
    - Introduced full-year Sunday service at 8 branches. September to December Sunday service expanded to 6 new branches, for a total of 33 branches providing Sunday service.
    - Wi-Fi Hotspot Lending implemented at 6 branches – A total of 200 devices.
    - Added a new Digital Innovation Hub at the Malvern branch with digital design workstations, 3D printing and the latest technology, tools for self-publishing including HD digital cameras and audio and video production tools and staff support.
- Expanded access to technology across the system including: scanners introduced at 32 branches and Pop Up Learning Labs established to provide access to 3D printers and maker technology and digital design programs at branches across the City.
- Expanded Wireless service access to 24/7 basis at all branches.
- Launched the Sun Life Financial Musical Instrument Lending Library, the first of its kind in public libraries across Canada located at the Parkdale branch.
- Increase in service and activity levels including 274,397 open hours per year at 100 library branches,18.7 million visits, 31.8 million website visits and 32.7 million in total circulation, increasing access to e-collections including books, audio books and magazines with a 9.6% increase in usage.

2017 Initiatives Planned

- Provide 272,619 open hours per year at 100 branches to support 18.7 million in-person visits, 6.8 million workstation users and 5.4 million wireless sessions with expanded access to technology in library branches.

- Provide virtual library services to support over 32.4 million website visits; services include collections, programs and access to user accounts with self-service features including online fines payment, and access to reference e-collections.
- Develop and maintain a collection of 10.5 million items in a variety of languages, reading levels and formats including print, audio- visual and e-content to promote accessibility and respond to community needs.
- Provide annual circulation of 33.1 million items and information resources to support 2 million reference requests on a variety of subjects.
- Develop and deliver a suite of library programs to support literacy, life-long learning and access to culture with emphasis on literacy for children and youth at all library branches.

Influencing Factors

Each municipality's results are influenced to varying degrees by a number of factors including:

- Access: number and size of branches and hours of operation mean municipalities with lower population densities may require more library branches and more service hours to provide residents services within a reasonable distance.
- Collections: size and mix, as well as number of languages supported.
- Programs: range of public programs.
- Library use: mix, variety and depth of library uses and the varying amount of staff resources required to support those uses.
- Web services: availability and degree of investment.
- Demographics: socio-economic and cultural make-up of the population served.