



LIBRARY SERVICES

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 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	Chart & Page Ref.
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)	2 Rate of library hours is at median (Service Level)	18.1 18.2 pg. 5
What is the size of library holdings/ collection?	Number of Library Holdings per Capita (Service Level)	Stable Size of library holdings was stable in 2017 (Service Level)	1 Higher rate of library holdings compared to others (Service Level)	18.3 18.4 pg. 7
How often do residents use the library system?	Annual Library Uses per Capita (Electronic & Non-Electronic) (Community Impact)	Decrease Total library uses decreased (Community Impact)	1 Higher rate of library use compared to others (Community Impact)	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 (Community Impact)	2 Higher rate of non-electronic library use compared to others (Community Impact)	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)	Decrease Electronic library use decreased (Community Impact)	2 Higher rate of electronic library use compared to others (Community Impact)	18.5 18.6 pg. 8/9
How often are items borrowed from the circulating collection?	Average Number of Times in Year Circulating Items are Borrowed /Turnover (Customer Service)	Decrease Turnover rate of circulating materials decreased (Customer Service)	2 Higher turnover rate of circulating materials compared to others (Customer Service)	18.7 18.8 pg. 10

Question	Indicator/Measure	Internal Comparison of Toronto's 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	Chart & Page Ref.
What does it cost for each library use?	Operating Cost per Use (Efficiency)	Increase Operating cost per library use increased (Efficiency)	2 Operating cost per library use was at median compared to others (Efficiency)	18.9 18.10 pg. 11/12
What does it cost for each library use?	Total Cost per Use (Efficiency)	Increase Total cost per library use increased (Efficiency)	3 Higher total operating cost per library use compared to others (Efficiency)	18.9 18.10 pg. 11/12
What is Toronto's Citizen First (CF) Service Quality Score for Public Library Services?	Citizens First Survey Service Quality Score for Public Library Services (Customer Service)	Increase The CF8 (2018) Service Quality Score increased compared to CF7 (2014) (Customer Service)	N/A	18.11 pg. 13

SUMMARY OF OVERALL RESULTS

Internal Comparison of Toronto's 2017 vs. 2016 Results	Internal Comparison of Toronto's 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	External Comparison to Other Municipalities (MBNC) By Quartile for 2017
Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)
0- Increased	1 - Favourable	1 - 1st quartile	1 - 1st quartile
2 - Stable	0 - Stable	1 - 2 nd quartile	4 - 2nd quartile
0- Decreased	6 - Unfavourable	0- 3 rd quartile	1 - 3rd quartile
		0- 4th quartile	0- 4th quartile
100% stable or increased	14% favourable or stable	100% in 1st and 2nd quartiles	83% 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 11 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?

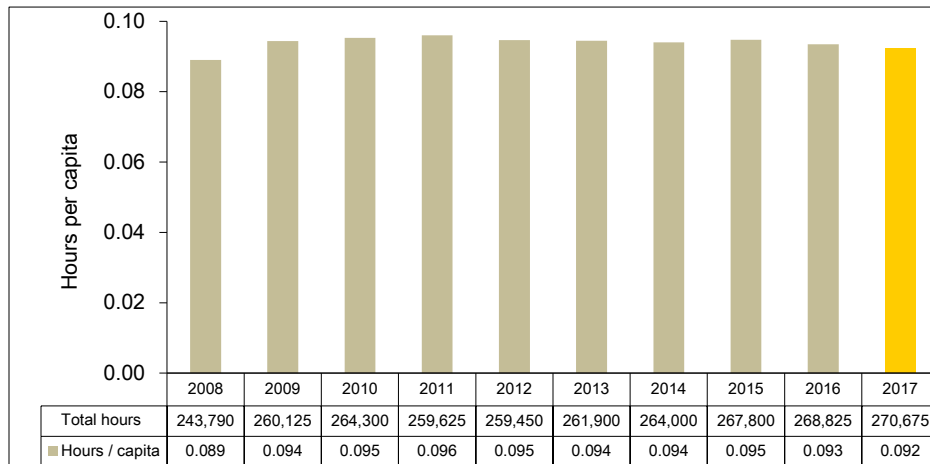


Chart 18.1 summarizes the total number of library service hours and rate per capita for all Toronto library branches.

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

Library hours remained relatively stable in 2017. 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?

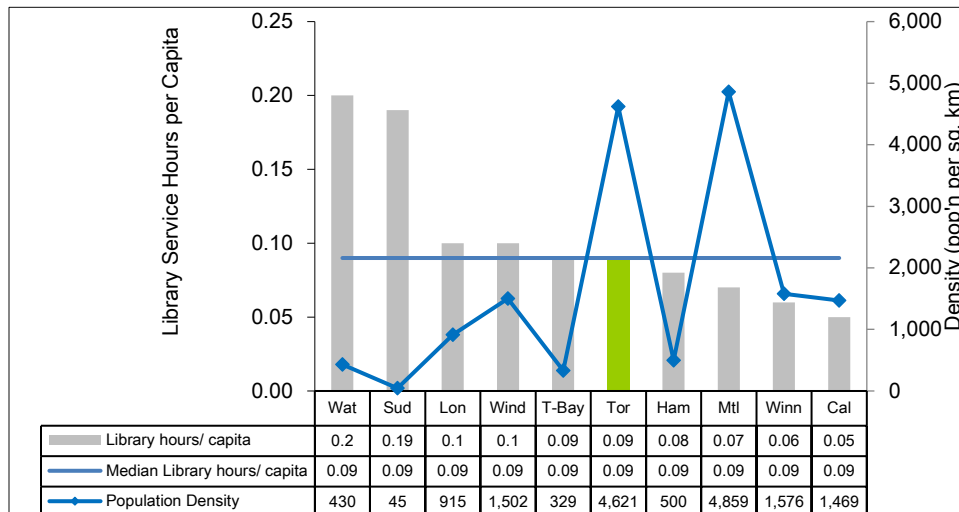


Chart 18.2 compares Toronto's 2017 library service hours per capita to other municipalities, which are plotted as bars relative to the left axis.

Chart 18.2 (MBNC 2017) 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 fifth (tied with Thunder Bay) 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 54 hours per week ranks third 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 third in library holdings per capita.

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

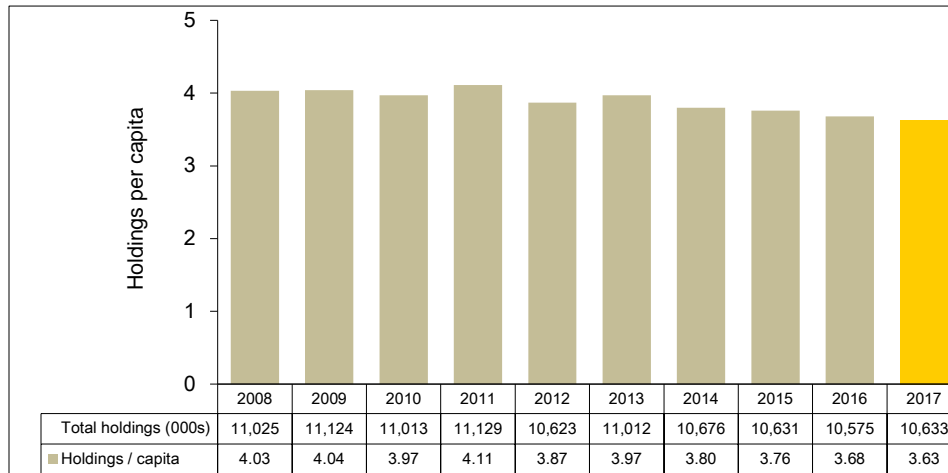


Chart 18.3 provides information on Toronto's total (over 10.6 million items) holdings and the rate of library holdings per capita. The results for 2010 and prior years are not based on Statistics Canada revised population estimates.

Chart 18.3 (City of Toronto) Library Holdings per Capita

In 2017, library holdings per capita was relatively stable with a slight decrease from the previous year by 1.4 percent. Since 2013, there was a declining trend in holdings per capita 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?

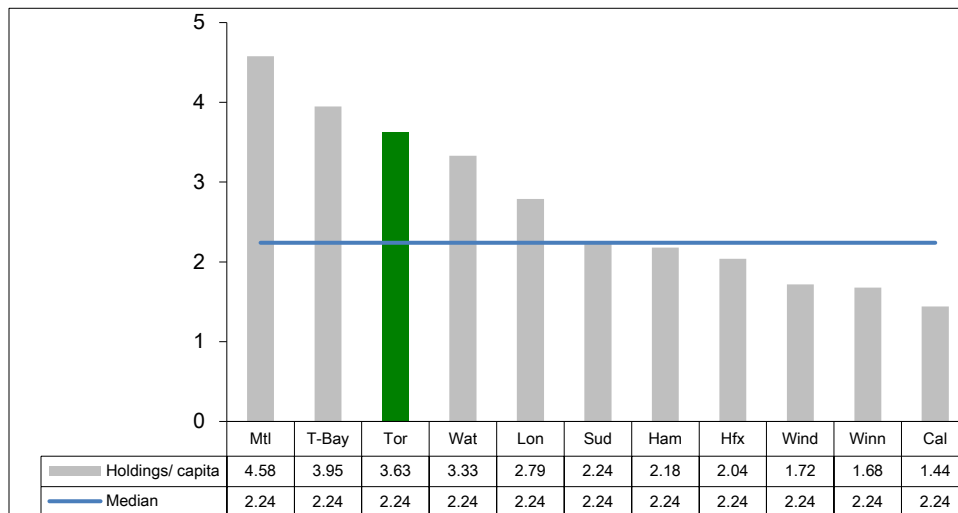


Chart 18.4 compares Toronto's 2017 number of library holdings per capita to other municipalities.

Chart 18.4 (MBNC 2017) Library Holdings per Capita

Toronto ranks third of eleven 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 2017, there were 95.4 million total library uses in Toronto.

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

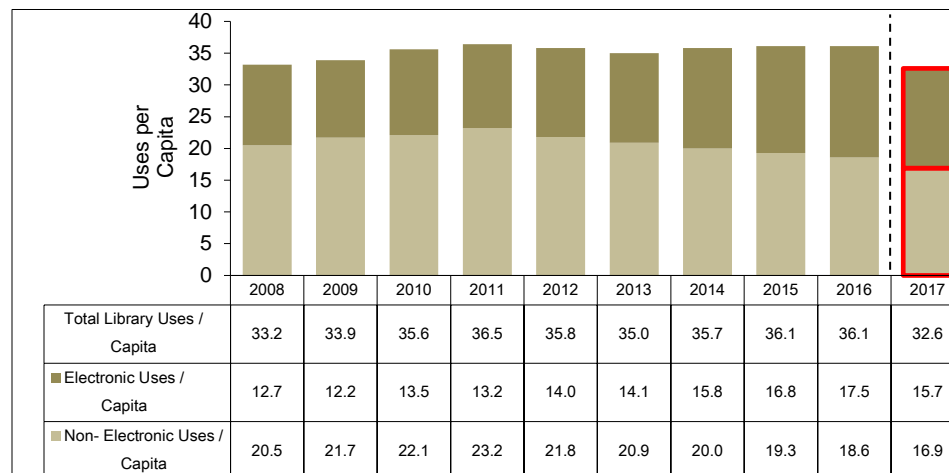


Chart 18.5 illustrates how many times Toronto's library system was used, on a per capita basis.

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

There was a decrease observed in both the electronic and non-electronic use per capita. While most years there are branches closed for renovation, 2017 was atypical. There were 10 branch renovation closures for periods throughout the year, resulting in lower total use. Closures included North York Central Library, Toronto Public Library's busiest branch; and Albion, Richview and Runnymede branches whose annual activity ranks in the top quartile. The decrease observed in the electronic uses per capita in 2017 is related to a change in methodology in how traffic to the website (www.tpl.ca) is counted.

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?

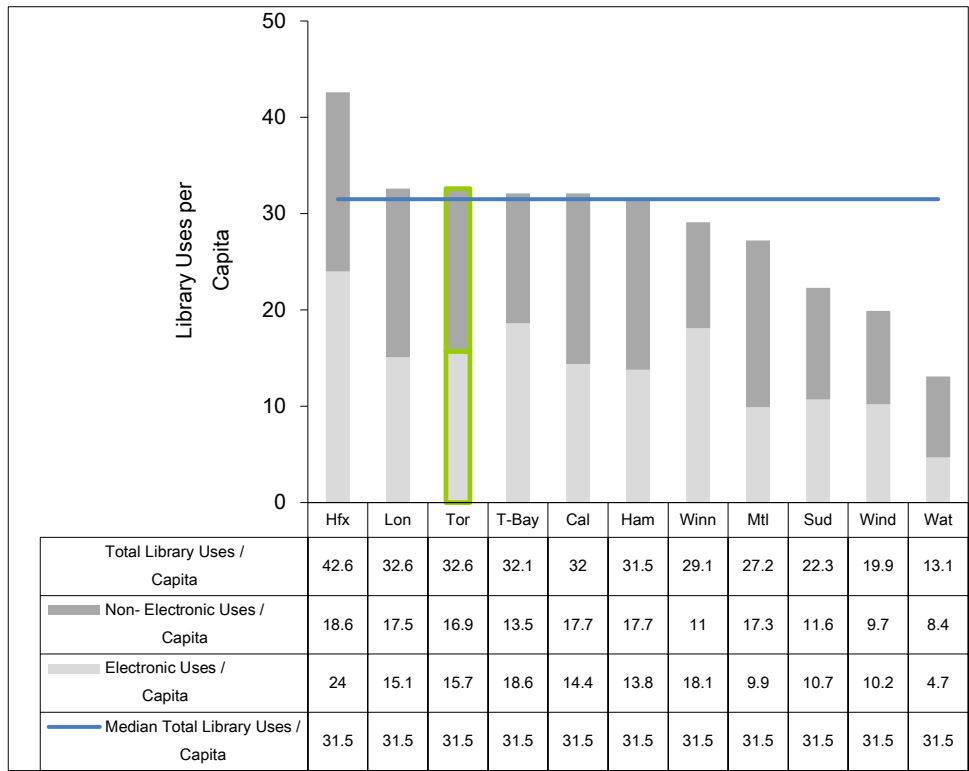


Chart 18.6 compares Toronto’s 2017 library uses per capita to other municipalities.

Chart 18.6 (MBNC 2017) Library Uses per Capita by Type

In terms of the highest rate of library use in 2017:

- Total library uses: Toronto ranks second of eleven municipalities (first quartile).
- Electronic uses: Toronto ranks fourth of eleven municipalities (second quartile).
- Non-electronic uses: Toronto ranks sixth of eleven municipalities (second 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?

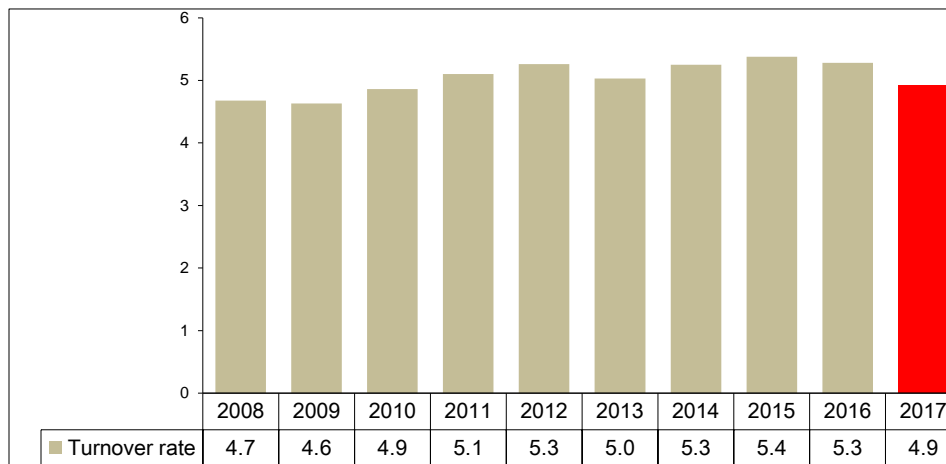


Chart 18.7 provides data on the turnover rate of Toronto’s circulating collection for the years 2008 to 2017. In 2017, the turnover rate decreased by 6.8% from the previous year due to the renovation closure of North York Central Library, which is a system resource and a net lending library. The

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

inaccessibility of its vast and unique collections decreased physical circulation system-wide.

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

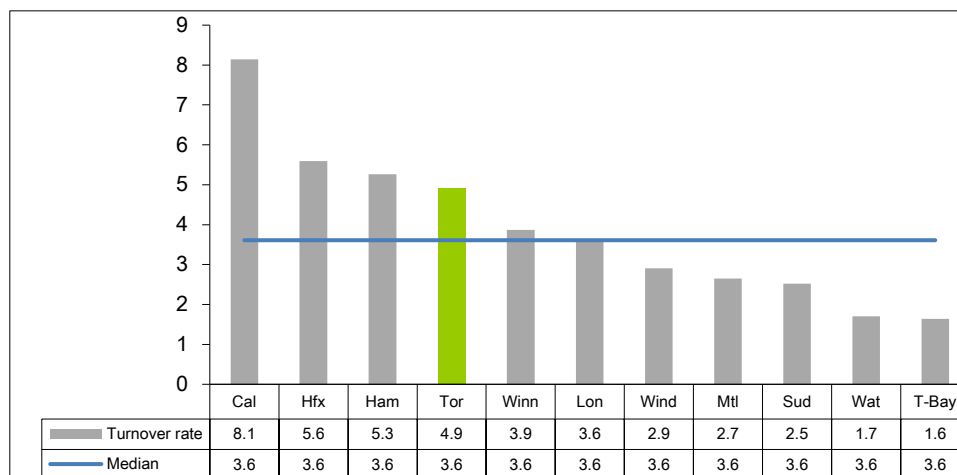


Chart 18.8 compares Toronto’s 2017 turnover rate for its circulating collection to other municipalities.

Toronto ranks fourth of eleven municipalities (second quartile) in terms of having the highest turnover rate. Toronto achieved this high ranking while at the same time offering

Chart 18.8 (MBNC 2017) Average Number of times in Year Circulating Items are Borrowed

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?

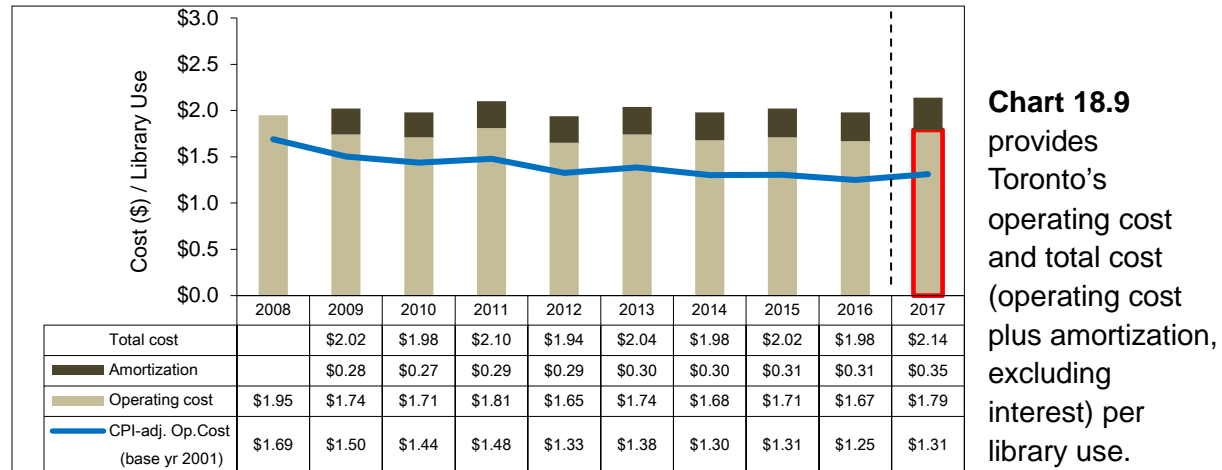


Chart 18.9 provides Toronto's operating cost and total cost (operating cost plus amortization, excluding interest) per library use.

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 2017, compared to the previous year:

- Total cost of each library use increased by 8.1 percent
- Operating cost of each library use increased by 7.2 percent.

The increases in cost are due to the decrease in total use as a result of several branch renovation closures, including North York Central Library, Toronto Public Library's busiest branch; as well as a change in methodology in how traffic to the website (www.tpl.ca) is counted, which resulted in a decrease in electronic use.

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



Chart 18.10 compares Toronto's 2017 operating and total cost per library use to other municipalities

Chart 18.10 (MBNC 2017) Cost per Library Use

In terms of the lowest cost per library use, Toronto ranks sixth (tied with Thunder Bay) of eleven (second quartile) for operating cost per library use; and seventh of eleven (third quartile) for total cost per library use. Typically, 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.

CUSTOMER SATISFACTION: CITIZENS FIRST (CF) SERVICE QUALITY SURVEY RESULTS

One way to measure satisfaction of a public service is to through the use of surveys. The Citizens First surveys, conducted every 2 to 3 years by the [Institute for Citizen-Centred Services](#), provides a comprehensive overview at how citizens view their government services.

Citizens First 8 (CF8) is the most recent survey and was conducted between December 2017 – February 2018. A total of 401 Toronto residents were surveyed in CF8. The final data are weighted for Toronto by age and gender. Based on this sample size, Toronto's results have a margin of error of $\pm 4.9\%$ for a result of 50% at the 95% confidence interval. However, data based on sub-groups is subject to a greater margin of error.

The Service Quality Score (SQR) relates to how Toronto residents rate their municipal services. Respondents were requested to provide a score on a 5-point scale where 1 means 'very poor' and 5 means 'very good'. In order to remain consistent with results from previous years, all the results are scaled from 0 to 100.

Rating	Very Poor 1	2	3	4	Very Good 5
Score	0	25	50	75	100

The survey respondents were asked the following question: Please rate the quality of [*Public Library Services*]. If you did not use this service in the past 12 months, select 'Does Not Apply'.

18.11–WHAT IS TORONTO'S SERVICE QUALITY SCORE FOR PUBLIC LIBRARY SERVICES?

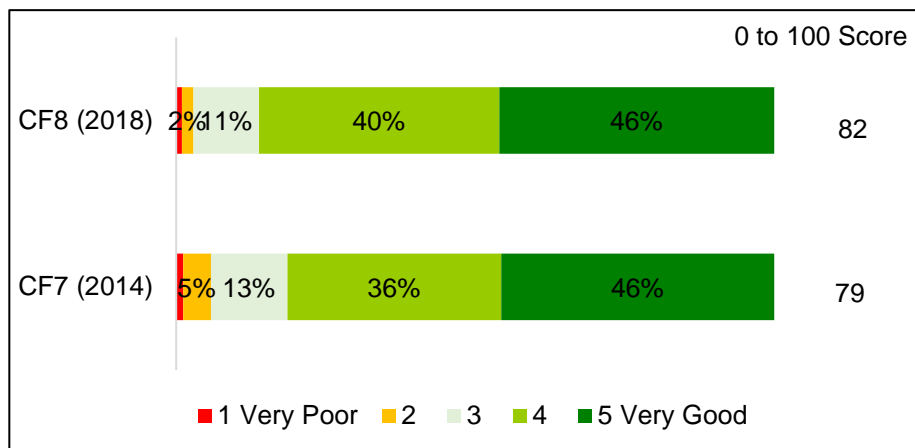


Chart 18.11 (Citizen's First 7 and 8) Service Quality Score for Public Library Services

Chart 18.11 displays the Service Quality Score for Toronto's public library services. In CF8 (2018), Toronto's public library services scored 82 out of 100, an improvement from 79 in 2014 results.

The vast majority (86%) of all CF8 survey respondents

who have used the library in the past 12 months rated Toronto's public library at a "4" or "5" on the 5-point scale.

2017 ACHIEVEMENTS AND 2018 PLANNED INITIATIVES

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

2017 Initiatives Completed/Achievements

- Toronto Public Library's new Strategic Plan 2016-2019 Expanding Access, Increasing Opportunity, Building Connections approved and implemented. 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.
- An Accountability Framework to evaluate progress in achieving Strategic Plan objectives for six priority areas that includes:
 - System-level logic model sets overarching outcomes for the six strategic plan priorities; six priority-level logic models that establish program-level activities and outcomes and link outcomes to City initiatives and strategies; and program-level logic models that identify more granular activities, outcomes and impacts.
 - A Balanced Scorecard that measures organizational transformation with key performance indicators across four perspectives: customer, operational, learning and growth, and financial.
 - A dashboard that provides a visualization of results and progress against the strategic plan priorities.
- The 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 Neighbourhoods Strategy 2020.
- Advanced strategies to address the City's Poverty Reduction Strategy.
 - Added 2 new Youth Hubs at Albion and Barbara Frum, for a total of 8 Youth Hubs, with plans to add more Hubs in branches in 2018.
 - Full-year Sunday service expanded to an additional 6 branches.
 - Wi-Fi Hotspot Lending, in partnership with the City and Google Canada, implemented at 12 branches with a total of 550 devices. Budget enhancement includes adding an additional 450 devices for a total of 1000 in 2018 at 12 branches and bookmobile stops in Neighbourhood Improvement Areas (NIA).
- Expanded access to technology across the system:
 - Digital Innovation Hubs added at 3 branches, for a total of 6 Hubs providing access to 3D printers, maker technology, digital design software and innovation programs at branches across the City.
- Increase in service and activity levels including 269,715 scheduled open hours per year at 100 library branches, 17.2 million visits, 34.5 million website visits and 30.2 million in total circulation.
- As the top performing branch, the closure of North York Central Library had a negative impact on several performance measures.
- Ongoing or completion of the Operational Efficiencies pilot project that includes investments in automation, technology and printing hardware, allowing for budget savings. These initiatives include:

- Conversion of the current land-line phone system to VOIP (voice over Internet protocol) technology at largest locations;
- Introduction of mini-sorters at three branches (Albion, Lillian H. Smith and Scarborough Civic Centre) to increase materials handling efficiencies; and
- Replacement of public, staff and shared printers, scanners, fax machines and copiers with more efficient Multi-Function Devices and improved payment processes for public printing. Streamlining of devices will also have a positive environmental impact through reduced paper use.

2018 Initiatives Planned

- Provide 271,683 open hours per year at 100 branches to support 18.5 million in-person visits, 5.7 million workstation users and 5.1 million wireless sessions with expanded access to technology in library branches. A review of access to technology in branches is planned to understand current and future needs.
- Provide virtual library services to support over 36 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.
- Strategic directions include the redesign of the library's virtual services for children and youth.
- Develop and maintain a physical collection of 10.2 million items in a variety of languages, reading levels and formats including print, audiovisual, and e-content to promote accessibility and respond to community needs.
- Provide annual circulation of 31 million items and information resources to support 1.9 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.

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.