

2013 Annual Performance Measures and Strategic Plan Update

Date:	April 28, 2014
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

This report presents Toronto Public Library’s (TPL) 2013 annual performance measures within the context of five years of usage trends and the performance of North American and Canadian public library systems. Achievements related to the 2013 Strategic Plan Work Plan demonstrate in concrete terms how TPL is equalizing access to reading, information in all its forms, new technologies, innovative services and spaces. These achievements support the vision of the strategic plan to make Toronto and its communities more resilient, knowledgeable, connected and successful.

2013 Performance Measures

Performance measures demonstrate alignment and support of the Library’s priorities as outlined in the 2013 Strategic Plan Work Plan. The year 2013 was the third busiest of the last ten years with increases in e-circulation, website visits and searches, workstation and wireless usage, and program attendance. This level of usage is notable as 2013 was an atypical year with the closure of the Fairview branch for the full year, a number of short-term branch closures for renovation, and in severe weather events that impacted branch visits and total circulation. Library usage and borrowing patterns are also changing as new services are introduced. Ongoing tracking of external and internal trends will enable the Library to anticipate and respond to community and residents’ needs.

Notable increases in library usage in 2013 include a:

- 96.2% increase in e-circulation to 2.1 million representing 6.6% of total circulation compared to 3.4% in 2012;
- 3.2% increase in website visits and 29.8% increase in website searches reflecting the importance of online access to information, services and collections;
- 21.0% increase in wireless sessions and a 5.3% increase in workstation use, reinforcing the importance of access to computers in library branches across the city;
- 5.0% increase in program attendance to support strategic priorities with a 2.8% increase in Ready for Reading program attendance, a 5.8% increase in attendance at school age programs for children, and a 10.2% increase in attendance at programs for seniors;

- 10.7 % increase in visits at Research and Reference branches, a 10.1% increase in programs offered and a 4.3% increase in electronic reference requests.

Benchmarking Results

Benchmarking results show that TPL continues to be a busy public library delivering a wide range of services and programs to meet the needs of Toronto's diverse population. In 2012¹, the latest year for which comparative data is available, TPL ranked 1st in North America in circulation and visits per capita among libraries serving populations of 2 million or more. Of the ten libraries participating in the Ontario Municipal Benchmarking Initiative (OMBI) Toronto costs per use were at the median at \$1.96 per use.

Strategic Plan Update

Achievements from the 2013 Strategic Plan Work Plan demonstrate significant progress on priorities with major areas of achievement highlighted in the report.

FINANCIAL IMPACT

There is no financial impact associated with this report. The Director, Finance and Treasurer has reviewed this financial impact statement and is in agreement with it.

ISSUE BACKGROUND

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

COMMENTS

2013 ANNUAL PERFORMANCE MEASURES: OVERVIEW

Total library usage was stable in 2013 at 96,875,703², an increase of 0.4% (see Attachment 1). Over the last ten years, total usage has increased by 13.4% but patterns of use have shifted within both branch and virtual services. The year 2013 was the third busiest year of the last ten, demonstrating the continued relevance and importance of library service to Toronto residents.

The most significant trend in library usage in 2013 was a 96.2% increase in e-circulation, including e-books, e-audiobooks and e-magazines with circulation growing from 1,073,340 in 2012 to 2,105,515 items as a result of greater advocacy, availability, demand and promotion of e-titles. Borrowers discover e-titles via the website, through media promotions and through in-branch and outreach demonstrations by library staff. To address residents'

¹ 2012 results were impacted by the Labour Disruption

² Total usage includes: visits, circulation, in-library use, reference requests, program attendance, virtual visits, workstation use, wireless use, and electronic database use.

needs, TPL is balancing building digital and e-collections with the continued demand for physical collections.

In 2013:

- visits to library branches declined by 2.1% as a result of the closure of Fairview, which in a typical year accounts for 2.6 % of total visits, and other short term branch closures;
- total circulation, including both electronic and physical circulation was stable;
- use of physical materials in library branches declined as information migrates to online and digital format;
- workstation and wireless usage increased reflecting the growing importance of access to technology and bandwidth in library branches;
- program attendance grew 5.0% with more programs offered to support areas of strategic focus;
- the number of registered e-borrowers increased 60.2%.

Performance Measures 2013 versus 2012

Measure	2013	2012	% change
Visits	18,485,372	18,872,588	-2.1%
Total Circulation	32,145,021	32,032,036	0.4%
In-library Use of materials in branches	6,709,668	7,141,558	-6.0%
Information Requests	7,130,296	7,343,954	-2.9%
Program Attendance	808,121	769,534	5.0%
Programs Offered	30,921	28,075	10.1%
New Registrations	145,343	141,310	2.9%
Workstation Users	6,465,726	6,138,170	5.3%
Wireless Sessions	1,806,662	1,493,299	21.0%
E-Circulation*	2,105,515	1,073,340	96.2%
Virtual Visits **	26,794,138	25,951,430	3.2%
Website Searches ***	25,498,200	19,643,469	29.8%

* **E- circulation** includes circulation of e-books, e-magazines, e-audio and is included in total circulation

** **Virtual visits** includes visits to the TPL main site and specialized sites eg. the TD Summer Reading Club, Keep Toronto Reading, Kids Space, to e-content sites including e-books, e-magazine, to licensed databases and to the library's online and social media channels

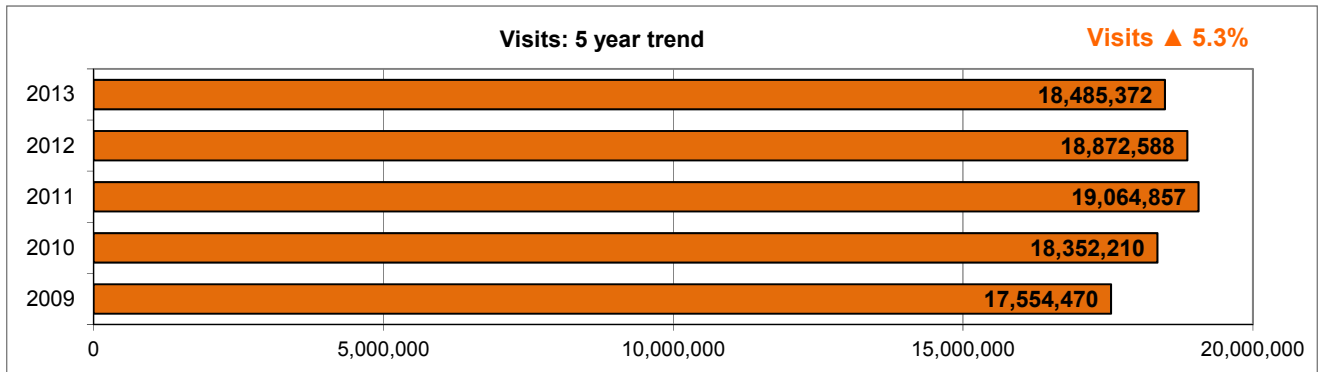
*** **Website searches** includes searches of the TPL main site and specialized sites, including e-book and e-magazine sites and licensed databases

Branch level statistics are provided in Attachment 2. Shifting patterns of use are largely attributable to branch closures.

Visits

Over the past five years, visits to library branches have increased 5.3% demonstrating the growing importance of branches as a place to access collections, technology and community space, a trend which is forecasted to continue. Renovations and state of good repair

improvements create attractive, functional and efficient public space and support the Library's evolving role as a community hub.



Visits: 5 year trend

Year	Visits
2009	17,554,470
2010	18,352,210
2011	19,064,857
2012	18,872,588
2013	18,485,372
Percentage change 2009 to 2013	5.3%

The decline in visits in 2012 is a result of the labour disruption and in 2013 is a result of branch closures. In addition to Fairview, thirteen district and neighbourhood branches were closed for part of the year for renovations, state of good repair work, flood remediation following the July storm, and power outages caused by the December ice storm. Visits at Research and Reference branches were less impacted by long and short term closures and increased 10.7% in 2013. New user centered spaces for individual and group study, upgrades to the wireless service, and increased programming contributed to this significant increase.

There is a strong correlation between visits and circulation. Circulation of branch collections is largely driven by browsing, therefore, any decline in visits results in a decline in the circulation of physical materials.

By day of the week

Tuesday continued to have the highest overall visits with all branches open; on a per-hour basis, Sunday has the highest number of visits followed by Saturday, Monday and Tuesday.

Visits by age

A sample hourly count of visitors by estimated age was introduced in 2013 to understand usage patterns. As visits were counted hourly, short visits by younger children and caregivers or older adults may be undercounted and longer visits over counted. Hourly visits by age is an additional measure to analyse branch usage and shape services and programs.

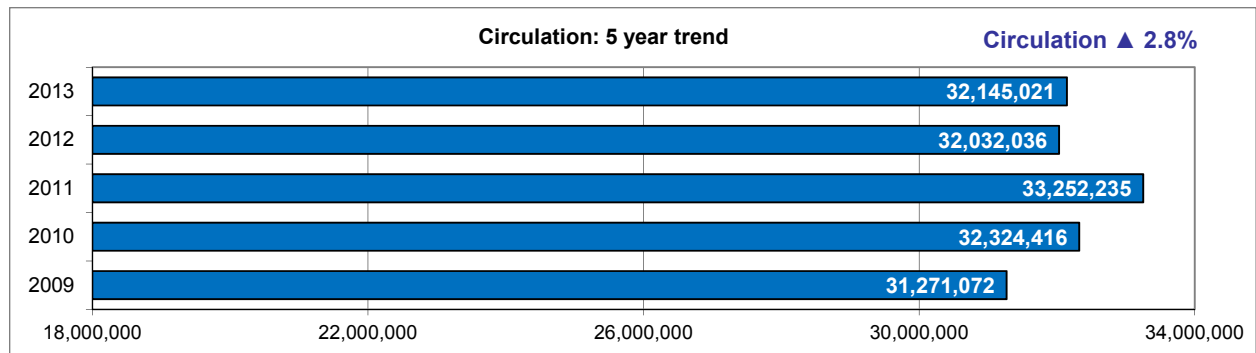
Preliminary results indicate that library branches are used by residents of all ages; however, youth ages 10 - 19 and adults 20 - 34 visit the library frequently and stay longer. Youth and younger adults are proportionately over-represented in library visits when compared to the 2011 census results for Toronto. Youth ages 15 - 19, for example, are 5.7% of Toronto's population but account for 10.9 % of library visits, highlighting that library branches are destinations for youth and young adults as outlined below.

Customer Age Group Distribution compared Toronto Population

	0 to 4	5 to 9	10 to 14	15 to 19	20 to 34	35 to 54	55 to 74	74+
TPL Age Distribution (Oct. 21 – 27, 2013)	3.92%	5.38%	6.16%	10.86%	30.02%	27.09%	14.09%	2.49%
Population Age Distribution (Census 2011)	5.37%	4.90%	5.06%	5.74%	22.81%	30.09%	18.82%	7.22%

Circulation

Over the past five years, overall circulation increased 2.8% and 2013 had the third highest circulation since amalgamation. In 2013, overall circulation increased slightly from 32.0³ million in 2012 to 32.1 million; e-circulation increased 96.2% and the circulation of physical formats, including print and audiovisual materials decreased 3.0%. The closure of library branches and inclement weather contributed to the decline in physical circulation in 2013.



Circulation: 5 year trend

Year	Circulation
2009	31,271,072
2010	32,324,416
2011	33,252,235
2012	32,032,036
2013	32,145,021
Percentage change 2009 to 2013	2.8%

³ 2012 circulation of 32.0 million is not adjusted for the labour disruption.

Circulation by Format

Total e-circulation, including e-books, e-audiobooks and e-magazines represented 6.6% of overall circulation, from 3.4% in 2012, reflecting the Library's strategic priority to increase the range of formats, and number of titles available in e-format.

Books and periodicals in a range of accessible formats accounted for 69.8% of overall circulation reflecting the Library's strategic focus on supporting reading, literacy and learning. Books and periodicals are increasingly available to residents of all ages and abilities in a format of choice. Residents can choose from physical and e-collections, including print, audio, talking books and large print; ESL, language learning, kits, e-books and e-audiobooks and print and e-magazines. Books are available online, through browsing or the holds service with additional options through Home Library Service for home bound users.

Of note, circulation of the Best Bets browsing collections increased and the loan period changed from one to three weeks; and, periodical circulation, including print and e-titles increased 13.1% with the introduction and promotion of the new e-magazine collection in March.

Circulation of DVDs in branches was stable, with popular and classic DVDs accounting for 15.7% of overall circulation and educational titles 10.5%. DVDs have a one-week loan period, compared to three weeks for most physical formats, resulting in higher circulation and turnover rate. CDs continued to circulate over one million times per year. Overall CDs circulation decreased 4.6%, which is largely attributable to a decline in the circulation of children's CDs.

Circulation by Format 2012 versus 2013

Format	2012 Circulation	2013 Circulation	2012-2013 % change	2012 % of Circulation	2013 % of Circulation	Standard Loan Period (days)
<i>Books</i>	20,421,259	20,352,571	-0.3%	63.8%	63.3%	Books, Best Bets: 21 d eTitles: 1-21 d
<i>Periodicals</i>	1,847,678	2,089,130	13.1%	5.8%	6.5%	7 d
Books & Periodicals*	22,268,937	22,441,701	0.8%	69.5%	69.8%	Books, Best Bets: 21 d eTitles: 1-21 d
DVDs Feature	5,084,762	5,052,300	-0.6%	15.9%	15.7%	7 d
DVDs Instructional/Educational	3,304,762	3,364,616	1.8%	10.3%	10.5%	7 d
CDs	1,170,148	1,116,676	-4.6%	3.7%	3.5%	21 d
Other**	203,427	169,728	-16.6%	0.6%	0.5%	21 d; VHS: 7 d
Total	32,032,036	32,145,021	0.4%	100.0%	100.0%	
<i>eTitles</i>	1,073,340	2,105,515	96.2%	3.4%	6.6%	eTitles: 1-21 d

* Books include print, audio and talking books; ESL, language learning, kits, e-books and e-audiobooks; and periodicals, which include e-magazines introduced in March 2013.

** Other includes cassettes, CDRoms, laptops, maps, Museum and Art passes, pedometers, scores, VHS e-music, e-video.

Circulation by Intellectual Level

Adult materials continue to represent the largest share of circulation. Nonfiction collections are categorized as children or adult. Fiction collections are categorized by children, teen and adult.

- Circulation of adult materials increased 2.0% and represented 70.7% of overall circulation.
- Circulation of children's materials declined 2.8% and represented 26.9% of overall; children's circulation is influenced both by the longer term trend of a decline in the population of children in Toronto of -2.2% since 2006, the short closures and the reduced availability of children's material because of flood damage at three branches.
- Circulation of teen fiction decreased 10.5% and represented 2.5% of total circulation, a trend impacted by changes in publishing. Popular graphic novels are now largely available in online format.

By language

As a longer term trend, the circulation of materials in English represents a higher proportion of total circulation as circulation of multilingual materials declines. Factors influencing this decline include shifts in the population of Toronto with fewer residents reporting in the 2011 census that they speak a language other than English at home; the availability of materials in languages spoken by recent arrivals, and the broader trend of more material available online for downloading or streaming.

- In 2013, circulation of materials in English materials increased 2.3% and accounted for 90.6% of overall circulation. Circulation of multilingual materials decreased 15.8% and accounted for 8.4% of overall circulation. Circulation of French materials fell 6.4% and represented 1.1% of overall circulation.
- The ten top circulating languages, Chinese, Hindi, Tamil, Korean, Russian, Spanish, Italian, Tagalog, Urdu, and Polish all experienced declines. Chinese circulation represented 56.9% of all multilingual circulation and declined 15.3%.
- Many new immigrants are arriving from countries that do not have a strong publishing industry and consequently it is difficult to purchase material in these languages.

Holds

The vast majority of holds (88.8%) were placed remotely by customers via the Library's website without the intervention of staff. In 2013, the number of holds placed increased 7.1%, a measure that included the number of holds on e-titles for the first time. Holds on e-titles represented 11.4% of holds placed and accounted for the increase. The number of holds placed on physical materials decreased by 5.1%.

The number of holds on physical materials available for pick up at library branches decreased 6.6% and represented 14.0% of total circulation. The efficiency of holds on physical materials has increased with the introduction of a fines for holds not picked up in 2012. A total of 95.3% of holds were picked up by customers at branches in 2013, compared to 90.8% in 2012, and the number of holds expiring on the shelf was reduced by half.

Programs

Over the past five years, the number of programs offered increased 11.0% and attendance 7.7%. In 2013, the number of programs offered increased 10.1% and program attendance increased 5.0%. Programs offered at smaller branches or in computer learning centers have lower capacity and consequently attendance is small. Programs address the strategic priorities of the Library

and engage diverse audiences. By attending programs, participants expand their community network and engage with experts, authors and community members on topics of interest. Programs are delivered by library staff and community partners and are held in library and community locations to increase accessibility.

Programs by Age Group 2012 versus 2013

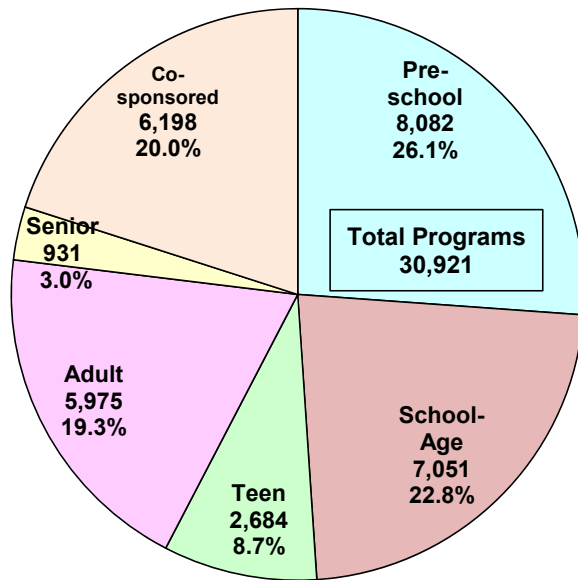
	2012			2013			% change	
	Programs	Attendance	Average Attendance/ Program	Programs	Attendance	Average Attendance/ Program	Programs	Attendance
Pre-school	7,564	219,591	29	8,082	225,787	28	6.8%	2.8%
School-Age	6,342	216,086	34	7,051	228,604	32	11.2%	5.8%
<i>Children</i>	13,906	435,677	31	15,133	454,391	30	8.8%	4.3%
Teen	2,780	58,213	21	2,684	61,447	23	-3.5%	5.6%
Adult	5,133	100,709	20	5,975	110,325	18	16.4%	9.5%
Senior	661	14,941	23	931	16,465	18	40.8%	10.2%
<i>Adult & Seniors</i>	5,794	115,650	20	6,906	126,790	18	19.2%	9.6%
Co-sponsored	5,595	159,994	29	6,198	165,493	27	10.0%	5.4%
Total	28,075	769,534	27	30,921	808,121	26	10.8%	3.4%

The majority (57.6%) of programs focus on literacy for children and youth beginning with preschoolers through the Ready for Reading Program, and continuing in the school years through the Kindergarten and Grade Four outreach programs. The TD Summer Reading Club for children and Word Out!, for young adults, support a love of reading and address summer reading loss, by encouraging youth to read for pleasure while building their reading skills and vocabulary throughout the summer months.

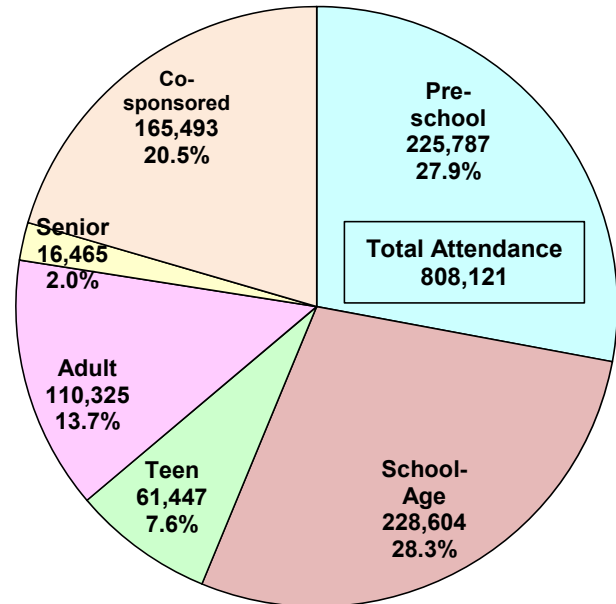
Youth Advisory Groups play an important role in the development of youth programs, contributing program ideas, participating in outreach to engage youth and supporting program delivery. Attendance at teen programs increased 5.6%.

Co-sponsored programs enable TPL and community partners to address shared service priorities and community needs efficiently. ESL, settlement programs and cultural activities are delivered by community partners in library branches through co-sponsored programs. Co-sponsored programs accounted for 20% of program offerings and 20.5% of attendance. ESL programs run by school boards and other community agencies accounted for 28.4% of co-sponsored programs and contributed to 40.6% of all co-sponsored attendance. The majority of co-sponsored programs are attended by adults.

2013 Number of Programs by Age Group



2013 Attendance by Program Age Group

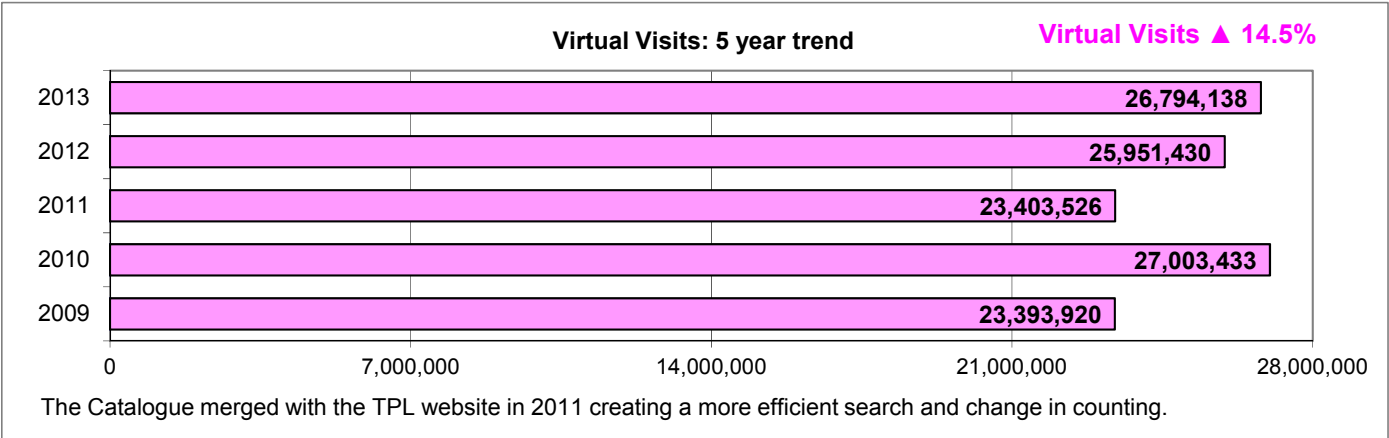


2013 Programs and Attendance by Age Group

2013	Programs	Attendance	% of Programs	% of Attendance
Pre-school	8,082	225,787	26.1%	27.9%
School-Age	7,051	228,604	22.8%	28.3%
Teen	2,684	61,447	8.7%	7.6%
Adult	5,975	110,325	19.3%	13.7%
Senior	931	16,465	3.0%	2.0%
Co-sponsored	6,198	165,493	20.0%	20.5%
Total	30,921	808,121	100.0%	100.0%

Virtual Visits

Total virtual visits have increased 14.5% over the last five years. Increasingly, a full range of services are delivered through the website and e-content sites, including collections, information services and programs. Users can access library materials, including e-books, licensed databases, and digitized resources from the archival and special collections; find information on library programs and services, including hours and locations; obtain expert advice and assistance from staff via the library blogs and wikis; view streamed programs, and use the self-service features to access their account and place holds. Online fine payment was introduced as a service option in December 2013. In 2013, the increase in virtual visits and website searches was related to users accessing e-content including e-books and e-magazines.

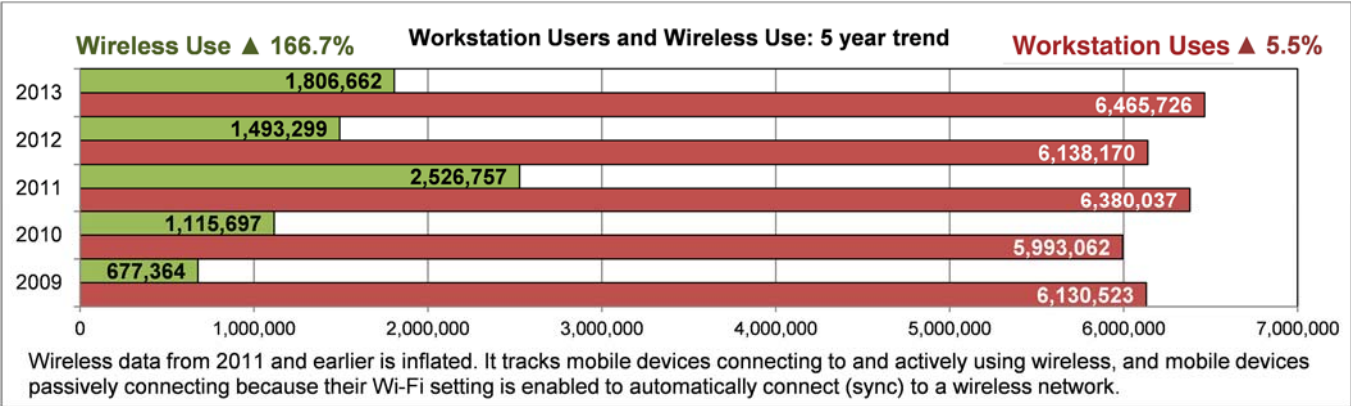


Virtual Visits: 5 year trend

Year	Virtual Visits
2009	23,393,920
2010	27,003,433
2011	23,403,526
2012	25,951,430
2013	26,794,138
% change 2009 to 2013	14.5%

Wireless and Workstation Use

The Library plays a vital role in ensuring free access to computers and the Internet to help bridge the digital divide. Increasingly, participating in school, work, lifelong learning or accessing government information and services requires a computer with access to large bandwidth.



Workstation Users and Wireless Use: 5 year trend

Year	Workstation Users	Wireless Use
2009	6,130,523	677,364
2010	5,993,062	1,115,697
2011	6,380,037	2,526,757
2012	6,138,170	1,493,299
2013	6,465,726	1,806,662
% change 2009 to 2013	5.5%	166.7%

Over the past five years, wireless usage has grown by 166.7%. In 2013, there were 1,806,662 wireless sessions, a 21% increase over 2012. As a general trend, significantly more users bring laptops, tablets and mobile devices to the Library. As a broader range of collections and services are delivered electronically, providing bandwidth and wireless is an efficient method of delivering accessible content. Increasing bandwidth will improve results in future.

Workstation usage has increased by 5.5% over the past five years with usage peaking in 2013. The decline in 2010 is related to the closure of a number of library branches for renovation reducing the overall number of workstations available to library users.

BENCHMARKING LIBRARY SERVICES: 2012

Toronto Public Library's services and programs have been developed to address the unique needs of Toronto's diverse urban population. Benchmarking the Library's performance against North American, Canadian and Ontario comparators places Toronto's library service in the context of other municipalities. The latest comparative data available is from 2012.

North America (Libraries serving a population over 2 million)

Within North America, Toronto Public Library had the highest circulation and visits per capita when compared to other large urban systems. Toronto Public Library has the greatest number of branches with the highest square footage of library space per capita.

How We Compare 2012 – North American Libraries serving a population over 2 million

Library Systems	Population Served	# of Branches	Square Footage	Sq. Ft./Capita	Total Visits	Visits/Capita	Total Circulation	Circ/Capita
Los Angeles Public Library	3,819,702	72	858,572	0.22	13,821,289	3.62	15,337,032	4.02
New York Public Library, the Branch Libraries	3,439,711	88	1,443,683	0.42	14,836,179	4.31	28,278,150	8.22
County of Los Angeles Public Library	3,344,311	85	1,141,757	0.34	11,832,995	3.54	16,521,155	4.94
Chicago Public Library	2,695,598	77	1,806,151	0.67	10,942,852	4.06	9,771,892	3.63
Toronto Public Library	2,615,060	98	1,754,567	0.67	18,872,588	7.22	32,032,036	12.25
Miami-Dade Public Library System	2,554,766	Not reported	Not reported	Not reported	6,762,294	2.65	6,150,783	2.41
Brooklyn Public Library	2,504,700	59	Not reported	Not reported	12,024,071	4.80	19,254,167	7.69
Queens Borough Public Library	2,230,722	61	701,490	0.31	12,681,199	5.68	18,631,911	8.35
Houston Public Library	2,099,451	41	667,432	0.32	4,258,742	2.03	6,983,475	3.33
Average	2,811,558	73	1,196,236	0.42	11,781,357	4.21	16,995,622	6.09
Maximum	3,819,702	98	1,806,151	0.67	18,872,588	7.22	32,032,036	12.25
Minimum	2,099,451	41	667,432	0.22	4,258,742	2.03	6,150,783	2.41
Median	2,615,060	75	1,141,757	0.34	12,024,071	4.06	16,521,155	4.94

Source: Public Library Data Service (PLDS) 2013 (based on 2012 data) sorted by population served.

At the writing of this report, the 2012 International Federation of Library Associations and Institutions' (IFLA) Metropolitan Libraries Survey was not published.

Canadian (Libraries serving a population over 500,000)

Within the Canadian context, Toronto Public Library had the highest overall circulation and visits and ranks sixth in circulation per capita, third in visits per capita and offered the highest square footage of library space per capita with Chicago.

How We Compare 2012 – Canadian Libraries Serving a Population Over 500,000

Library Systems	Population Served	# of Branches	Square Footage	Sq. Ft./Capita	Total Visits	Visits/Capita	Total Circulation	Circ/Capita
Toronto Public Library	2,791,140*	98	1,857,610	0.67	18,872,588	6.76	32,032,036	11.48
Montréal, Bibliothèque de	1,701,782	44	686,423	0.40	6,610,659	3.88	11,290,038	6.63
Calgary Public Library	1,120,225	18	460,630	0.41	5,724,008	5.11	17,121,718	15.28
Ottawa Public Library	935,073	33	449,536	0.48	4,882,750	5.22	11,172,085	11.95
Edmonton Public Library	812,201	17	432,777	0.53	4,905,885	6.04	10,397,618	12.80
Mississauga Library System	741,000	18	395,166	0.53	4,515,250	6.09	7,301,788	9.85
Winnipeg Public Library	704,800	20	342,701	0.49	2,692,447	3.82	5,585,216	7.92
Fraser Valley Regional Library	693,276	25	247,783	0.36	3,258,771	4.70	7,041,088	10.16
Vancouver Public Library	652,419	22	499,953	0.77	6,576,190	10.08	9,969,158	15.28
Brampton Library	540,145	6	123,636	0.23	1,989,551	3.68	6,051,036	11.20
Hamilton Public Library	535,234	24	318,683	0.60	3,788,300	7.08	6,980,582	13.04
Average	1,020,663	30	528,627	0.50	5,801,491	5.68	11,358,397	11.42
Maximum	2,791,140	98	1,857,610	0.77	18,872,588	10.08	32,032,036	15.28
Minimum	535,234	6	123,636	0.23	1,989,551	3.68	5,585,216	6.63
Median	741,000	22	432,777	0.49	4,882,750	5.22	9,969,158	11.48

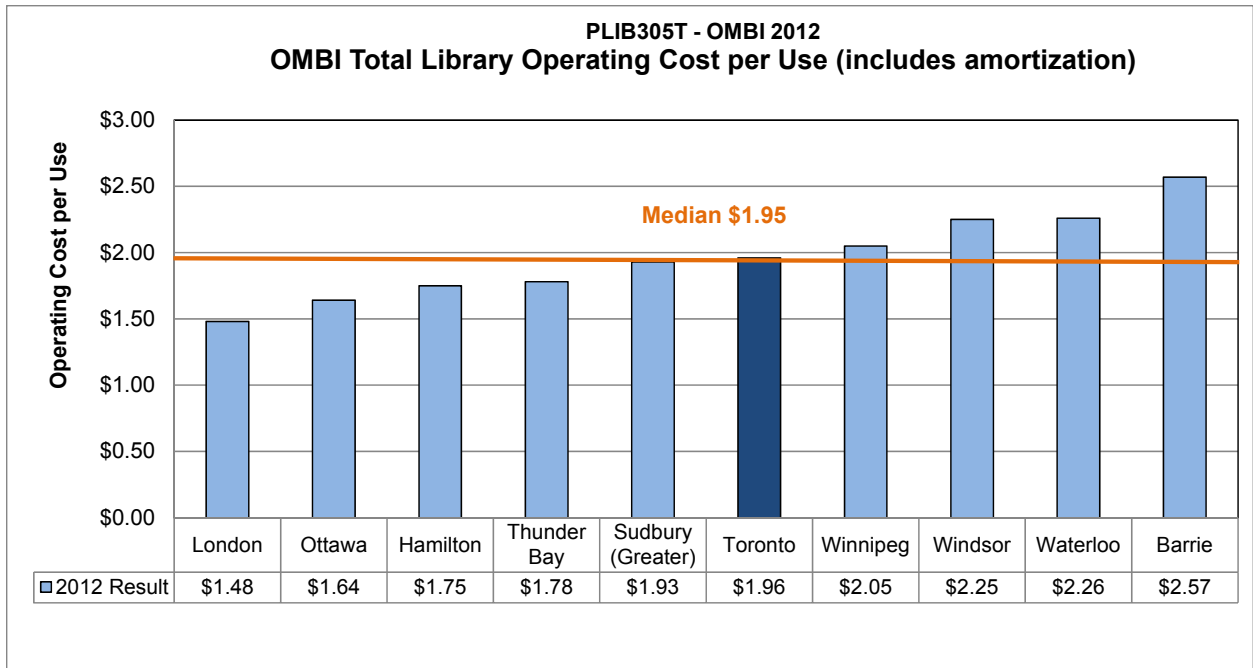
Source: Canadian Public Library Statistics 2012 (Canadian Urban Libraries Council (CULC)) sorted by population served.

* Population adjusted for under coverage. Data provided by the City of Toronto.

Ontario Municipal Benchmarking Initiative

Toronto Public Library has participated in the Ontario Municipal Benchmarking Initiative (OMBI) for eight years. OMBI measures the efficiency and effectiveness of municipal services to identify best practices. Participation is voluntary. In 2012 Winnipeg also participated, along with nine Ontario municipalities.

In 2012, Toronto Public Library continued to achieve strong results. Toronto Public Library placed third in library use per capita and was efficient at a cost of \$1.96 per use, at the median (\$1.95), a decrease from 2011.



OMBI 2012 Total Library Operating Cost per Use (includes amortization)

Municipality	OMBI Total Library Operating Cost per Use (includes amortization)
London	\$1.48
Ottawa	\$1.64
Hamilton	\$1.75
Thunder Bay	\$1.78
Sudbury (Greater)	\$1.93
Toronto	\$1.96
Winnipeg	\$2.05
Windsor	\$2.25
Waterloo	\$2.26
Barrie	\$2.57
Median	\$1.95
Average	\$1.97

Strategic Plan: 2013

Toronto Public Library's Strategic Plan 2012 - 2015 with four priority areas and fifteen goals was approved at the November 29, 2012, Board meeting. A comprehensive work plan for 2013 was approved by the Board at its February 25, 2013 meeting. This report outlines progress on achievements in the 2013 plan.

Significant accomplishments are highlighted below by priority area. Attachment 3 *Strategic Plan 2012 - 2015: 2013 Work Plan Achievements* provides key performance indicators and a comprehensive list of accomplishments.

Grow a City of Readers:

There was strong Board advocacy for access to e-content in public libraries.

- The Library Board established an E-Book Working Group to advance access to e-content for public library users at a fair cost.
- City Council endorsed a motion that federal and provincial government representatives investigate restrictive practices in making e-content available to public libraries, including pricing.

The availability, promotion and usage of e-collections increased.

- E-circulation increased 96.2% with 92,877 titles and 229,499 copies available, an increase of 98.7% and 130.4%, including 36,000 new titles available to Canadian public libraries from four key publishers.
- The number of registered e-borrowers increased by 60.2% from 41,795 to 66,972.
- A media campaign targeting commuters built awareness and use of e-collections.
- Branches throughout the City offered demonstrations and support for new e users supporting equitable access.

The importance and joy of reading throughout life was promoted online, in the media and at Library and City events through outreach and programs.

- The web presence was expanded for Ready for Reading, the TD Summer Reading Club and Word Out! the teen summer reading club increased web site visits.
- 120 programs were offered for Keep Toronto Reading with 5,340 attendees and 12,055 visits to the website.
- The *Let's Get Ready for Reading Guide* won the 2013 Ontario Public Library Service Award; with support from the Toronto Public Library Foundation 108,000 copies were made available to browse, borrow or buy from all branches of Toronto Public Library, and were distributed for free across Toronto to kindergartners, literacy centres, licensed daycares, family shelters and to every public library in Ontario
- New KidsStop early literacy centers opened at the Mount Dennis and Bloor/Gladstone branches.

Develop a City of Learners:

Special and local history collections were digitized to promote access and use of rare resources and new information was co-created.

- 849 rare books from the Baldwin Room Canadiana and 7,046 images from the Canadian Historical Picture Collection, including suburban neighbourhoods were made available on the web.
- Youryongestreet site invited users to contribute stories, pictures and ideas.

Residents gained new skills and opportunities

- The Personal Finance Campaign featured 50 programs with 2,533 attendees; the campaign featured Ask an Expert sessions and Investment Resources.

- Intergenerational programs for seniors included financial management sessions for youth led by seniors and Computer Connects programs led by youth for seniors.

Lifelong learning opportunities supported job seekers, entrepreneurs and small business owners.

- Through the inaugural Entrepreneur in Residence Program featuring Jean Chow, 42 people benefited from mentoring and 180 programs outlining the steps to successful entrepreneurship; the program was funded by the Toronto Public Library Foundation.
- Business Inc. programs to support small businesses and entrepreneurs were offered at branches through the City, including North York Central, Northern District, Albion, Maria A Schuka, Thorncliffe, Agincourt, and North York Central; 279 people attended the orientation; 128 people were accepted and 45 business plans were produced. The program was funded by the Toronto Public Library Foundation.

Community based learning opportunities were expanded through partnerships with universities, colleges and health institutions, including:

- the Thought Exchange series included 72 programs with over 3,000 attendees with experts providing lectures wide range of topics, including natural history, astronomy, politics and technology.
- History Matters talks were presented by York University professors.
- Professors for Great Books programs were supported by York and the University of Toronto.
- Baycrest Centre provided health promotion and prevention programs.
- 47 student work placements at TPL from colleges and university students advanced the strategic objective of supporting the transition from school to work.

Catalyze and Connect a City of Innovators, Entrepreneurs and Creators:

New and emerging technologies were added to virtual library services and branches.

- The Mount Dennis Branch reopened in March 2013 featuring an enhanced street presence, light-filled design, up-to-date technology; since reopening branch visits have increased 13.3%.
- Branch projects in the 10 year capital plan and 2013 capital budget were advanced, including the new Fort York and Scarborough Civic Centre Branches and the Toronto Reference Library main renovation was nearly completed and will feature the Marilyn and Charles Baillie Special Collection Centre and new user-centered spaces in all departments.
- A fiber wireless network was introduced at the Toronto Reference and North York Central libraries, with expansion to 45 additional branches planned for 2014.
- Digital Innovation Hubs featuring 3D printers, design software and classes were developed for the Toronto Reference Library and the new Fort York Branch.

Pathways to Toronto's culture were promoted through resources, services and programs.

- More than 77,000 Sun Life Museum+Arts Pass program were borrowed, allowing Toronto families visit the city's top museums, art galleries and attractions; over 1,200 people attended MAP Family Saturday programs at library branches across the city.

- TPL again partnered with Culture Days to offer 41 free programs at 39 branches across the city.
- The popular Appel Salon event series offered literary and cultural events, discussion and debate, and hosted international authors, celebrities and newsmakers including: Donna Tart, Jhumpa Lahiri, Jonathan Lethem and Jeanette Walls; Louise Penny, Gretchen Rubin, and Sue Grafton; Colin Mocherie, Mary Walsh, Stuart McLean, Ben Heppner, and Joe Clark.
- The Artists in Library program was established in partnership with Toronto Arts Council and will be launched in 2014.
- Programs were offered in partnership with Toronto's cultural institutions, including the Canadian Opera Company, the Toronto Symphony Orchestra, and the Royal Ontario Museum.

Deliver Excellent Library Service to Torontonians Efficiently and Effectively:

TPL supported the Toronto Public Library Foundation in achieving ambitious fundraising goals.

- The Sun Life Financial Museum Pass program was successfully renewed.
- TPL supported the development of funding proposals for the:
 - Toronto Reference Library;
 - KidsStop early literacy centres at the North York Central and Fairview libraries;
 - Middle Years Outreach;
 - Research and Reference collections.
- The effectiveness of online fundraising options was evaluated and used to inform the development of a Foundation website.

TPL partnered to advance key City strategies efficiently.

- TPL staff participated and supported City initiatives, including the Toronto Child and Family Network, the City's Middle Years Strategy, the Youth Equity Strategy and the Toronto Seniors Strategy to identify opportunities for partnership and collaboration.

Staff were provided with training and development options with an emphasis on strategic priorities.

- 249 staff training sessions and webinars were offered with attendance of 3,634 to support customer service excellence and a focus on technology, diversity, and efficiency.

CONCLUSION

Toronto Public Library continues to be among the world's largest and busiest urban public library systems. There are many reasons to visit a library beyond browsing and borrowing books; however, browsing and borrowing continue to be key drivers of library activity. People visit library branches to use computers and wireless, to access study and community space, to work, network and attend programs and community events.

Toronto Public Library's Strategic Plan ensures that library service is responsive to the changing needs of Toronto's diverse communities and residents.

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SIGNATURE

Jane Pyper
City Librarian

ATTACHMENTS

Attachment 1: 10 year Trends in Library Usage: 2004 to 2013

Attachment 2: Branch Summary Statistics: January to December 2013

Attachment 3: Strategic Plan 2012 – 2015: 2013 Work Plan Achievements