

2018 Annual Performance Measures and Benchmarking

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

SUMMARY

This report presents Toronto Public Library’s 2018 annual performance measures and benchmarking results from North American and Canadian public libraries.

2018 was a busy year in spite of the closure of North York Central Library, TPL’s busiest branch, for more than half of the year. The Library continues to provide a balance of in-branch and online services in response to changing community needs. Despite the disruption caused by online services in how customers access information and use the library, Toronto Public Library (TPL) is managing its services very well.

Total use¹, a measure of the Municipal Benchmarking Network Canada that comprises in-branch activities and electronic services was 96,212,188. Significant trends include:

- Electronic circulation increased 24.1%;
- Physical circulation decreased 3.7%;
- Virtual visits increased 6.2%, as more content, self-service and customizable features, and improved searching were added to the main site;
- Overall information requests increased 4.9%, with electronic requests increasing 25.9%;
- Programs offered increased 9.5% and program attendance 6.1%;
- Wireless sessions increased 1.3%.

In 2017, the latest year comparative data is available, Toronto Public Library (TPL) ranked first in North America in circulation, visits and electronic visits per capita among libraries serving populations of two million or more.

FINANCIAL IMPACT

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

¹ Total use includes visits, circulation, in-library use, reference requests, program attendance, virtual visits, workstation user sessions, wireless sessions and licensed database searches.

ALIGNMENT WITH THE STRATEGIC PLAN

Key performance indicators for 2018 reflect changing patterns of library use and the priorities of the Library's strategic plan.

ISSUE BACKGROUND

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

COMMENTS

Toronto Public Library's 2018 Key Performance Indicators are summarized below with trends and influencing factors. Activity by branch is summarized in Attachment 1, *Branch Summary Statistics: January to December 2018*.

Benchmarking Ranking 2017

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 and Canadian comparators places Toronto's library service in the context of other municipalities. The latest comparative data available is from 2017.

North America (Libraries serving a population over 2 million) (Attachment 2)

- Toronto Public Library had the highest visits, circulation and electronic visits per capita when compared to other large urban systems, and the greatest number of branches and second highest square footage of library space per capita.

Canadian (Libraries serving a population of over 500,000) (Attachment 3)

- Toronto Public Library had the highest overall visits, circulation and electronic visits and ranked fourth in visits per capita and electronic visits per capita, and sixth in circulation per capita, while offering the second highest square footage of library space per capita.

Municipal Benchmarking Network Canada

Formerly known as the Ontario Municipal Benchmarking Initiative (OMBI)

Toronto Public Library has participated in the Municipal Benchmarking Network Canada (MBNC) survey for thirteen years. In 2017, TPL ranked second in library use per capita, fourth in electronic library use per capita, sixth in non-electronic library use per capita, first in computer use per capita, and fifth in total cost per use, out of the eleven library systems reporting. TPL offers services in a complex and diverse urban environment that is significantly different from comparator libraries serving smaller municipalities.

Toronto Public Library's 2017 cost per use (\$2.14) increased from 2016 (\$1.98). The increase in cost was due to the decrease in total use as a result of ten branch renovation closures throughout the year, including North York Central Library, TPL'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.

Toronto Public Library's Total Use

Total use captures activity across the Library's five service pillars (spaces, collections, programs, staff and technology) through an omni-channel customer experience. As a five-year trend, program attendance, digital circulation, electronic reference requests, and wireless use are increasing. Physical circulation, in-person visits and in-library use is declining.

Total use*

2018: **96,212,188** +0.8%

Five-year trend: -4.2%

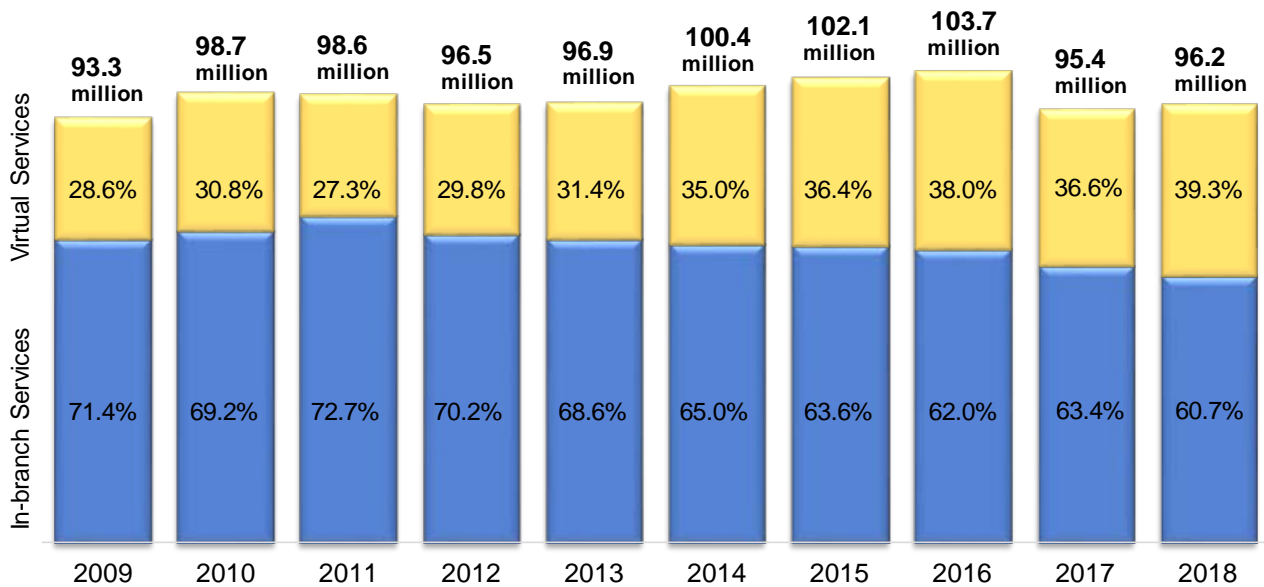
Ten-year trend: +3.1%

*Total use includes visits, circulation, in-library use, reference requests, program attendance, virtual visits, workstation user sessions, wireless sessions and licensed database searches.

Key influencing factors 2018:

- The increase was driven by virtual visits, electronic circulation, in-branch visits and program attendance.
- North York Central Library, TPL's busiest branch, re-opened three floors in July. Most of its computers and collections however, were still inaccessible to customers.
- New registrations increased 26.3% over the previous year.

2009 to 2018 Total Use: In-branch Services and Virtual Services



Total Use Performance Measures (actuals including all locations)

Measure	2017	2018	2017-2018 % change	2014-2018 % change	2009-2018 % change
Visits	17,370,032	17,577,373	1.2%	-4.1%	0.1%
Physical circulation	24,459,477	23,554,361	-3.7%	-17.5%	-24.3%
In-library use	5,231,957	4,924,241	-5.9%	-25.7%	-38.1%
Program attendance	958,731	1,017,209	6.1%	19.7%	35.6%
Standard reference requests	1,815,274	1,989,045	9.6%	-4.2%	-17.3%
Workstation User Sessions ²	5,715,226	4,281,407	-25.1%	-34.5%	-30.2%
Wireless Use	4,954,179	5,019,054	1.3%	115.5%	641.0%
In-branch services total	60,504,876	58,362,689	-3.5%	-10.6%	-12.4%
Virtual visits	27,712,428	29,432,872	6.2%	-1.8%	25.8%
Electronic circulation	5,639,413	7,001,209	24.1%	100.7%	4525.3%
Licensed database searches ³	1,536,720	1,391,070	-9.5%	-13.9%	-56.1%
Electronic reference requests	20,223	24,348	20.4%	9.9%	49.9%
Virtual services total	34,908,784	37,849,499	8.4%	7.9%	41.6%
Total Use	95,413,660	96,212,188	0.8%	-4.2%	3.1%

² The decline in workstation user sessions is due to a change in methodology. This decline contributed to the decrease in the in-branch services total. Starting in 2018, user workstation sessions are tracked and reported using the Reserve a Computer (RAC) management system, providing a more accurate measure of workstation use. In the RAC system, one session equals use that is greater than 15 seconds. The duration of the session is the entire length of use within the booked time. In the old method quarterly figures were prorated based on counts collected every half hour during quarterly survey weeks.

³ The figure reported for licensed database searches is not comprehensive, since not all vendors provide search statistics and vendors may count them differently. The use of traditional databases is declining, likely due to the availability of reliable information on the internet; and year-over-year search figures are not comparable because we are not comparing the same group of databases. Every year the Collection Development Department reviews the use of all electronic products and calculates a cost per use. Low performing products are cancelled. New electronic products that may be relevant to customers may also be added as they become available.

Circulation

As a five-year trend, electronic circulation is increasing. Total circulation is declining, driven by the decrease in physical circulation. Use of French books increased 12.3%.

Total circulation	
2018: 30,555,570	+1.5%
Five-year trend:	-4.6%
Ten-year trend:	-2.3%

Key influencing factors 2018:

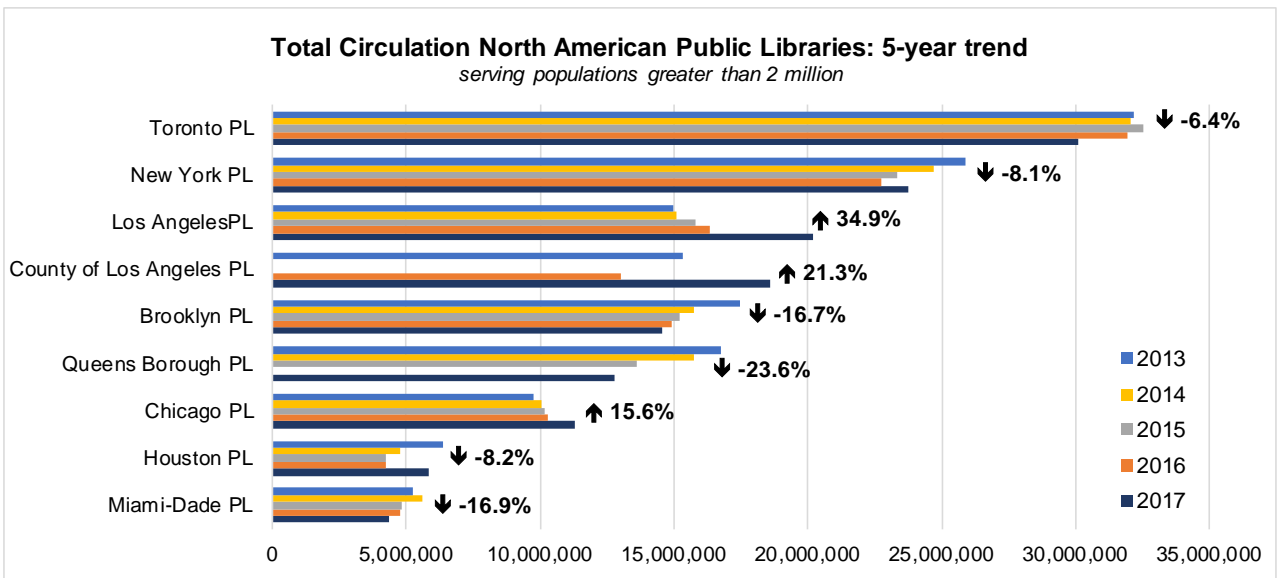
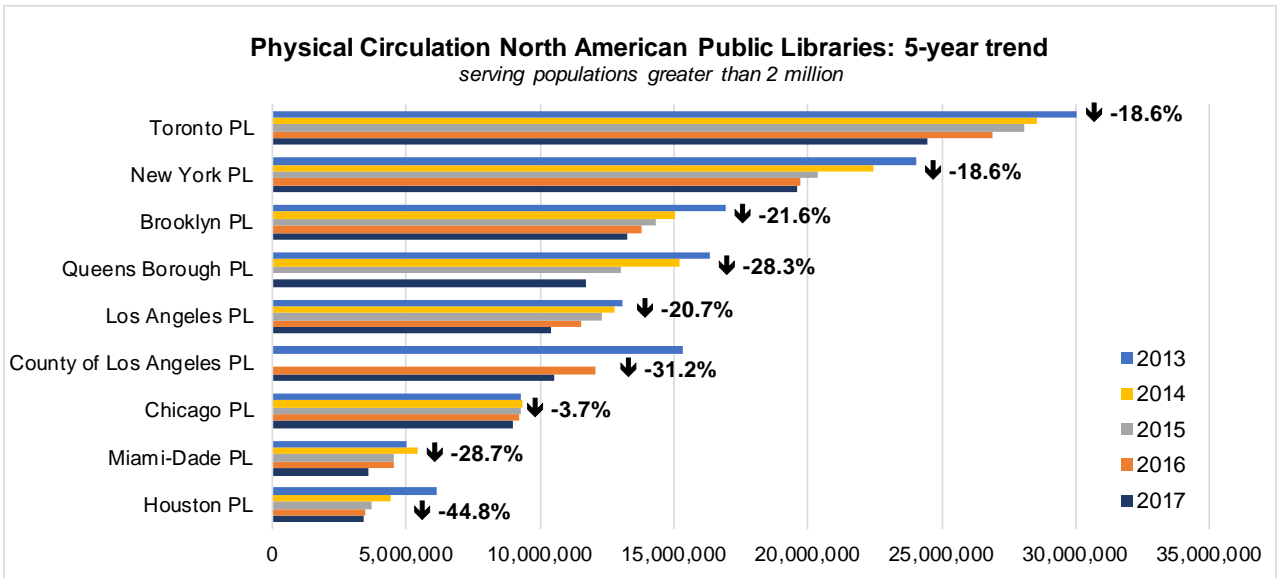
- North York Central Library is a system resource and a net lending library. Storage of its collections for more than half the year impacted physical circulation system-wide.
- Demographic changes and commercial video streaming services contributed to the continuing decline in the use of multilingual materials: down -46.7% or 1.14 million uses over the past five years, and -66.7% or 2.6 million over the last ten years.
- Use of English audiovisual materials has declined since 2014, with DVDs having the largest impact, again due to the popularity of commercial streaming services. The drop over the last five years was 27.8% or two million uses.

How Toronto compares 2013 to 2017:

Circulation is influenced by funding trends, policies and procedures regarding collection use, and the demographic makeup of communities. An analysis of five-year circulation trends from 2013 to 2017, at North American libraries⁴ serving populations greater than two million, shows that:

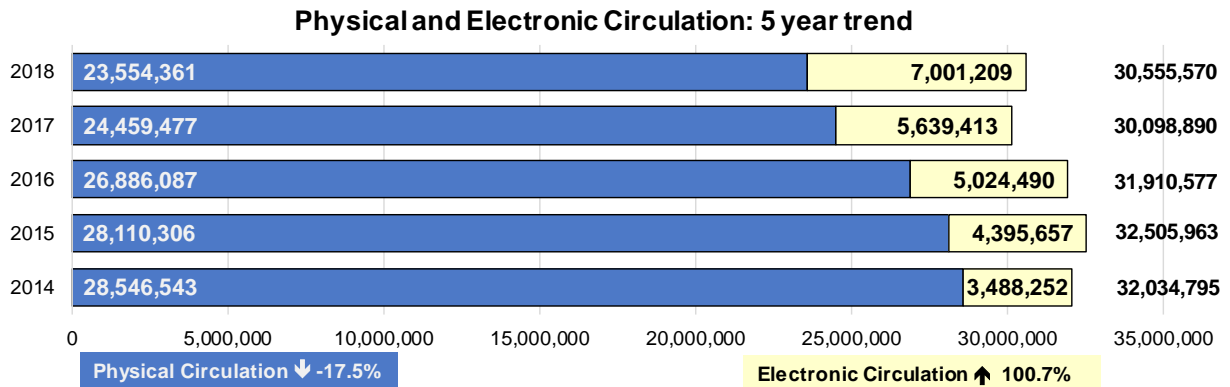
- Physical circulation declined for all nine comparator libraries, an average drop of 24.0%. Toronto Public Library's decline was 18.6%, the second lowest. It is still a positive picture. TPL has the highest physical circulation in North America. While most large Canadian libraries are maintaining their use, major U.S. libraries like Houston and Queens Borough are seeing serious declines.
- Electronic circulation increased for all libraries, an average increase of 605.6%. Toronto reported the sixth largest increase (158.2%). Toronto was an early adopter of electronic circulating materials in 2000 and use has been building for almost 20 years.
- Total circulation, which comprises both electronic and physical transactions, declined for six out of the nine comparator libraries, and averaged a decrease of 0.9%. Toronto reported the smallest drop (-6.4%).

⁴ Analysis of the latest data available. North American libraries are used because the larger geography provides benchmarking against urban centres offering library service to similarly sized populations. In the Canadian context, Toronto is the largest urban centre, followed by Montreal. All other library systems serve populations less than 1 million (refer to attachment 3).



2018 highlights:

- 2018 reported a 1.4% increase in total circulation, transactions, driven by electronic circulation.
- The use of adult books increased 4.6%. Juvenile and teen books remained stable.
- The use of English collections increased 2.4%, while French collection use was stable.
- Electronic circulation increased 24.1%, and accounted for 22.9% of total circulation, up from 18.7% in the previous year.
- eAudiobooks reported the largest increase, 34.5%, one of the few times that technology has reinvigorated a format in decline – the clunky multiple CD audiobook set. Library use reflects the commercial success of the format.
- All intellectual levels reported increases in eAudiobook use: Adult 34%, Teen 42%, and Child 48%. Studies show that audiobooks help with early literacy and reluctant readers.



Physical and Electronic Circulation: 5 year trend

Year	Physical Circulation	Electronic Circulation	Total Circulation
2014	28,546,543	3,488,252	32,034,795
2015	28,110,306	4,395,657	32,505,963
2016	26,886,087	5,024,490	31,910,577
2017	24,459,477	5,639,413	30,098,890
2018	23,554,361	7,001,209	30,555,570
Percentage change 2017 to 2018	-3.7%	24.1%	1.5%
Percentage change 2014 to 2018	-17.5%	100.7%	-4.6%

The shift in the use from physical to digital formats requires a corresponding shift in the budget allocated to those formats. This has resulted in a budget pressure as digital formats are more expensive than physical. For example, eBooks may cost up to three to five times more than physical books and some have to be repurchased after a set time period or number of uses. Video streaming services like hoopla and Kanopy operate on a pay-per-use model which, given their popularity, is more expensive than purchasing DVDs. Costly new interactive eLearning products, have no physical equivalent but must be acquired to satisfy customer demand and meet our strategic initiatives.

The new staffing model reallocates staff resources from the management of physical collections to other services, including managing electronic services, which includes providing training and technology support.

Branch Visits

Branch visits is the broadest measure of facility use. Branches are increasingly used for technology access, programs, study space and community use. Visits are influenced by service offerings, programming, collections, and study space. While branch visits declined 4.1% over the past five years, program attendance (19.7%) and wireless use (115.5%) increased.

Branch Visits

2018: **17,577,373** +1.2%

Five-year trend: -4.1%

Ten-year trend: +0.1%

Key influencing factors 2018:

- North York Central Library, TPL's busiest branch, re-opened floors one to three on July 5, 2018.
- Expanded Sunday hours resulted in a 12.0% increase in overall Sunday visits. Five additional branches opened in July and August, and nine additional branches opened September to June.
- Increased number of programs and events, such as Youth Hubs and STEM offerings.

How Toronto compares 2013 to 2017:

Toronto Public Library performance is in line with library trends and its North American comparators. An analysis of five-year trends from 2013 to 2017, at North American libraries⁵ serving populations greater than two million, shows that:

- Visits are declining, an average decrease of 12.4%. New York Public Library (-3.6%) reported the smallest drop, followed by Toronto (-6.0%).

2018 highlights: Visits by Day of Week

Branch visits reflect the varying needs of customers throughout the week and the Library's commitment to providing open access throughout the day. Analysis of visits by open half hour shows that branch visits are highest on Sunday at opening, and at opening on weekdays Tuesday to Thursday. On weekdays, visits during after school hours are higher on average.

- Total visits are highest on Tuesdays. Per-hour visits are highest on Sundays.
- On Sunday, Tuesday, Wednesday and Thursday, branches averaged the largest number of visitors in the first half hour of opening. The 42 branches open Sunday averaged 3,847 visits from 1:30-2 p.m.
- On Monday, branches averaged the largest number of visits from 3:30-4 p.m.
- On Saturday, branches averaged the largest number of visits from 2-2:30 p.m.
- On Friday, branches averaged the largest number of visits from 6-6:30 p.m. Only 24 branches are open during this time period.
- These are the same trends seen in 2017.
- On the following table, the busiest time of each day is highlighted in yellow. The busiest half hour period of any day is bolded in red.

⁵ Analysis of the latest data available.

Average Annual Visits per Branch by Open Half Hour and Day of Week

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9:00		2,322	2,651	2,525	2,605	2,444	1,675
9:30		1,715	2,027	1,985	1,979	1,979	1,298
10:00		1,592	1,927	1,585	2,009	1,518	1,494
10:30		1,509	1,870	1,405	2,003	1,327	1,642
11:00		1,507	1,877	1,348	1,979	1,253	1,687
11:30		1,773	2,105	1,514	2,205	1,387	1,617
12:00		1,717	2,213	1,509	2,321	1,370	1,684
12:30		1,729	1,806	1,501	1,754	1,396	1,728
13:00		1,690	1,607	1,477	1,559	1,456	1,790
13:30	3,847	1,782	1,652	1,565	1,599	1,580	1,867
14:00	2,388	1,667	1,540	1,473	1,494	1,483	1,894
14:30	2,121	1,636	1,524	1,439	1,479	1,450	1,787
15:00	1,928	2,009	1,894	1,783	1,813	1,725	1,748
15:30	1,745	2,352	2,175	2,016	2,035	1,879	1,649
16:00	1,491	2,023	1,896	1,773	1,786	1,645	1,538
16:30	1,043	1,858	1,722	1,616	1,627	1,471	1,217
17:00		1,758	1,657	1,539	1,542	1,415	
17:30		1,701	1,570	1,445	1,494	1,272	
18:00		1,615	1,588	1,971	1,464	2,617	
18:30		1,416	1,379	1,710	1,281	2,214	
19:00		1,135	1,128	1,380	1,056	1,825	
19:30		877	860	1,050	827	1,403	
20:00		590	595	735	586	976	

Notes:

Average visits are calculated based on the number of branches open during that time period. 35 branches are closed on Monday. The busiest time of each day is highlighted in yellow. The busiest half hour period of any day is bolded in red.

Virtual Visits

Virtual visits are influenced by website content, self-service features and electronic services and collections. Over the past five years, virtual visits decreased 1.8%, due to a change implemented in 2017 to how traffic to www.tpl.ca is counted, despite more content, self-service and customizable features, and improved searching added to the main site.

Virtual Visits

2018: **29,432,872** +6.2%

Five-year trend: -1.8%

Ten-year trend: +25.8%

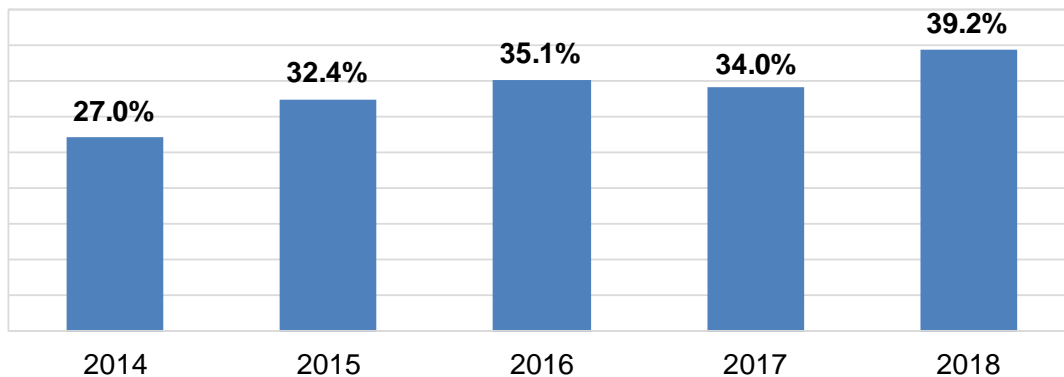
Key influencing factors 2018:

- Visits to access our main site (tpl.ca) increased 5.8%.
- Increased use of online self-service functionality.
- Use of electronic databases and content continues to grow.

2018 highlights:

- In 2018, use of eLearning resources grew 21.4%, with Safari Tech & Business Books Online and Lynda.com contributing almost half-a-million visits. Brainfuse and Mango Languages are also popular among customers.
- Visits to licensed databases increased 70.9%.
- Four out of every 10 website visits took place on a phone or tablet.

TPL Main Website: Percentage of mobile visits



Toronto Public Library Main Website: Percentage of mobile visits

Year	Percentage of mobile visits
2014	27.0%
2015	32.4%
2016	35.1%
2017	34.0%
2018	39.2%

Programs

As a five-year trend, program offerings and program attendance increased, 37.7% and 19.7%, respectively. Areas of growth include technology, cultural and afterschool programming.

Programs Offered		Program Attendance	
2018: 46,533	+9.5%	2018: 1,017,209	+6.1%
Five-year trend:	+37.7%	Five-year trend:	+19.7%
Ten-year trend:	+67.0%	Ten-year trend:	+35.6%

Key influencing factors 2018:

- A strategic focus on increasing after school, cultural, innovation and technology programs.
- Three additional Youth Hubs opened at Malvern, Downsview and Flemingdon Park branches, providing after school space and programming to youth in these Neighbourhood Improvement Areas.
- The expansion of Pop-Up Learning Labs, two new Digital Innovation Hubs, for a total of eight; and the opening of the Fabrication Studio at North York Central Library, provide access to digital and design technologies and programming.

How Toronto compares 2013 to 2017:

Toronto Public Library performance is in line with library trends and its North American comparators. An analysis of five-year program trends from 2013 to 2017, at North American libraries⁶ serving populations greater than two million, shows that:

- Programs offered rose, an average increase of 137.2%. Toronto increased 37.4%.
- Program attendance increased, an average of 119.7%. Toronto increased 18.6%.

2018 highlights:

- Program attendance surpassed one million, the highest attendance reported to date.
- Teen programs reported the largest increase in offerings (32.8%) and attendance (23.5%), an area advanced by the Library's 2016-2019 Strategic Plan and funding from the City's Poverty Reduction Strategy. The increase was largely driven by three new Youth Hubs, which resulted in a 42.1% increase in attendance at Youth Hub programs.
- 90.2% of programs were offered at branches and 9.8% were offered **offsite** in the community.
- 15.8% of programs were co-sponsored programs delivered with community partners, a total of 7,365 programs with an attendance of 157,836, representing 15.5% of total program attendance. ESL programs run by school boards and other community agencies accounted for 24.0% of cosponsored programs and contributed to 31.3% of all co-sponsored attendance.

⁶ Analysis of the latest data available.

- Programs at **The Bram and Bluma Appel Salon** continued to draw the largest attendance per program, averaging 251 attendees. In 2018, 16,317 customers attended 65 Appel Salon programs.

2018 Programs and Attendance by Program Type

Program Type	Programs	Attendance	% of Programs	% of Attendance
Cultural	12,502	242,007	26.9%	23.8%
ESL	2,287	55,191	4.9%	5.4%
Information & Current Issues	11,193	247,886	24.1%	24.4%
Literacy	641	23,132	1.4%	2.3%
Literary	14,855	388,865	31.9%	38.2%
User Education	5,055	60,128	10.9%	5.9%
Total	46,533	1,017,209	100.0%	100.0%

Program Type definitions

Cultural: Programs that feature or promote the arts, culture and heritage; that relate to the ideas, customs and social behavior of a society, and to intellectual achievements.

Examples: Culture, performing and visual arts, entertainment, hobbies, crafts and games, puppet shows, customs and social behavior, history, genealogy, etc.

ESL: Programs to help participants learn English.

Examples: English as a Second Language classes, English Conversation Circle, etc.

Information & Current Issues: Non-computer programs that are instructional and /or impart knowledge, and programs on topical issues and current events.

Examples: Health and wellness, gardening, business, legal, personal finance, science and technology, newcomer programs, intellectual topics, ideas, etc.

Literacy: Instructional programs where participants learn how to read and write.

Examples: Leading to Reading, one on one programs in basic reading, writing and math.

Literary: Programs related to all aspects of the literary arts, reading and stories; writing, analysis and content of literature and related to the literature profession: publishers, writers and illustrators.

Examples: Author talks and lectures, storytimes, book talks, book clubs, writing groups, literature programs, illustrating books, comics, etc.

User Education: Programs on using computer resources and library resources.

Examples: Computer and library resources, online career and job search, eContent and devices, Library tours, Web Basics, How Social Media Can Help Your Small Business, etc.

Use of Technology in Branches

As a five-year trend, wireless use increased 115.5%, and workstation use fell 34.5% due to a change in methodology in 2018. This represents an artificial drop as demand for workstations continues across branches. The Bridge survey of technology use indicates that 47% of Toronto respondents accessed technology at the Library that they would not have had access to otherwise.

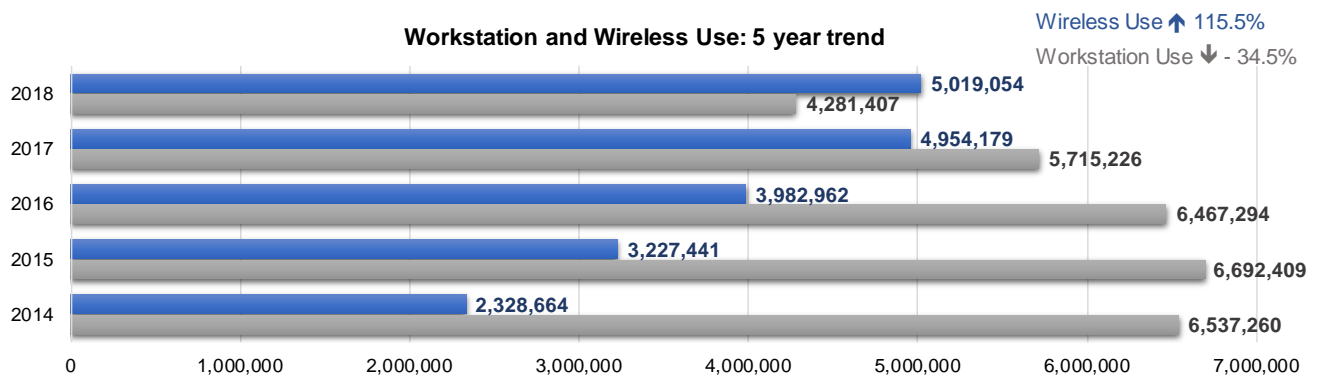
Workstation Use		Wireless Sessions	
2018:	4,281,407 -25.1%	2018:	5,019,054 +1.3%
Five-year trend:	-34.5%	Five-year trend:	+115.5%
Ten-year trend:	-30.2%	Ten-year trend:	+641.0%

Key influencing factors 2018:

- A change in methodology – Starting in 2018, user workstation sessions are tracked and reported using the Reserve a Computer (RAC) management system, providing a more accurate measure of workstation use. In the RAC system, one session equals use that is greater than 15 seconds. The duration of the session is the entire length of use within the booked time. In the old method, quarterly figures were prorated based on counts collected every half hour during quarterly survey weeks.
- The North York Central Library renovation had a significant impact on computer availability. From January to June, none of its 138 computers were available for use. Annually, they typically account for 7.7% of overall workstation use.
- Mobile device use is driving increased demand for library wireless service.

2018 highlights:

- Wireless use surpassed workstation use.
- Peak months for wireless use were October, November and March, when students need connected space to study and for research.



Workstation and Wireless Sessions: 5 year trend

Year	Workstation User Sessions	Wireless Sessions
2014	6,537,260	2,328,664
2015	6,692,409	3,227,441
2016	6,467,294	3,982,962
2017	5,715,226	4,954,179
2018	4,281,407	5,019,054
Percentage change 2017 to 2018	-25.1%	1.3%
Percentage change 2014 to 2018	-34.5%	115.5%

Library Membership

Toronto Public Library annually reviews its Circulation and Collection Use Policy to remove barriers to access. The customer database is purged regularly to maintain an accurate view of members. Over the past five and ten year period new membership increased.

New Membership

2018: **198,405** +26.3%

Five-year trend: +29.6%

Ten-year trend: +22.6%

Active Membership

Members who used their card in 2018

2018: **651,627** -0.7%

Five-year trend: +5.2%

Ten-year trend: -4.2%

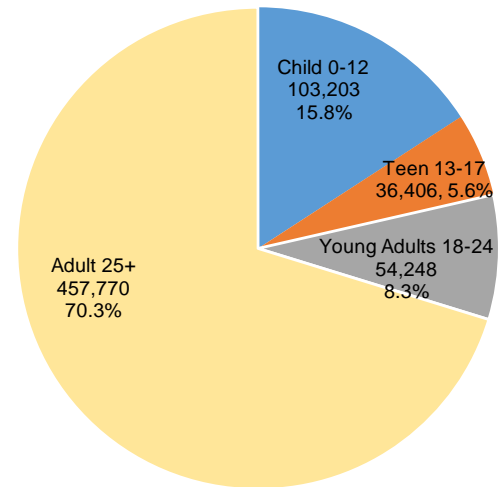
Key influencing factors 2018:

- New registrations increased 26.3% in 2018.
- In October 2016, changes to the Circulation and Collection Use Policy made membership more accessible by lowering fines for all library users, and changing the fines model to assess fees according to the cardholder type. This provides an incentive for parents to use children's cards to checkout materials. Effective April 2018, further changes to the registration and membership services reduced barriers to get a library card.

2018 highlights:

- The number of active members remained stable, and accounted for 67.0% of total library members.
- 23.9% of Torontonians used their library card in 2018.
- The breakdown of members by type was:
 - Adult 25+: **70.3%**
 - Young Adult 18-24: **8.3%**
 - Teen 13-17: **5.6%**
 - Child 0-12: **15.8%**
- Through its Business Intelligence Strategy and Digital Strategy, the Library is building capacity to deliver more personalized, mobile and self-service options and to measure equity of access by residents, communities and neighbourhoods.
- In 2018, new registrations increased 26.3%. All age groups reported increases in card membership. Adults 25+ reported the largest growth (36.0%), followed by teens (15.3%).
- In 2018, membership was required for the following services: checking out physical materials and electronic items, accessing licensed databases and placing holds. Membership is not currently required to visit a branch, attend programs, use public workstations, connect to wireless service, and to use materials in a branch, and is therefore not a complete picture of library use.

2018 Active Membership



2018 Library Membership compared to City Population

Library Membership	Child (0-12)	Teen (13-17)	Young Adult (18-24)	Adult (25+)	All Adults (18+)	Total
Active members (members who used their card in 2018)	103,203	36,406	54,248	457,770	512,018	651,627
<i>% of total active members</i>	15.8%	5.6%	8.3%	70.3%	78.6%	100.0%
Total members or cardholders	159,909	68,281	90,424	653,599	744,023	972,213
<i>% of total members</i>	16.4%	7.0%	9.3%	67.2%	76.5%	100.0%
Toronto population	347,875	132,160	258,370	1,993,170	2,251,540	2,731,571
<i>% of Toronto population</i>	12.7%	4.8%	9.5%	73.0%	82.4%	100.0%
<i>% of population that are active members</i>	29.7%	27.5%	21.0%	23.0%	22.7%	23.9%
<i>% of population that are members</i>	46.0%	51.7%	35.0%	32.8%	33.0%	35.6%

CONCLUSION

In 2018, Toronto Public Library continued to demonstrate that services are accessible, responsive and relevant to a broad range of users of all ages and backgrounds. 2018 Key Performance Indicators are summarized in Attachment 4.

CONTACT

Elizabeth Glass; Director, Policy, Planning and Performance Management;
Tel: 416-395-5602; Email: eglass@torontopubliclibrary.ca

Shawn Mitchell; Manager, Policy, Planning and Performance Management;
Tel: 416-395-5551; Email: smitchell@torontopubliclibrary.ca

SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

- Attachment 1: Branch Summary Statistics: January to December 2018
- Attachment 2: How We Compare 2017 – North American Libraries
- Attachment 3: How We Compare 2017 – Canadian Libraries
- Attachment 4: 2018 Key Performance Indicators

Branch Summary Statistics: January to December 2018

Neighbourhood & District branches are ranked in order by visits	VISITS			CIRCULATION			IN-LIBRARY USE			INFORMATION REQUESTS			HOLDS AVAILABLE FOR P/U			WORKSTATION USERS			SQUARE FOOTAGE			OPEN HOURS			
	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	
NEIGHBOURHOOD BRANCHES																									
1st Quartile																									
1	Bridlewood	434,621	429,296	1.2	419,149	385,501	8.7	100,800	89,038	13.2	101,683	95,182	6.8	64,068	49,257	30.1	51,202	43,341	18.1	7,690	7,690	3,420.5	3,412.5	0.2	1
2	Woodside Square	373,195	402,862	-7.4	312,597	340,490	-8.2	78,050	73,238	6.6	77,430	77,168	0.3	40,680	43,007	-5.4	75,752	97,263	-22.1	9,792	9,792	3,112.5	3,104.5	0.3	2
3	Parkdale	333,245	337,974	-1.4	324,230	357,701	-9.4	71,913	67,163	7.1	129,456	122,331	5.8	71,423	71,731	-0.4	103,625	122,844	-15.6	24,083	24,083	3,420.5	3,412.5	0.2	3
4	Deer Park	289,666	281,482	2.9	401,466	395,781	1.4	39,288	61,750	-36.4	112,960	98,082	15.2	100,933	92,274	9.4	65,983	54,350	21.4	16,558	16,558	3,112.5	3,104.5	0.3	4
* 5	Runnymede	284,820	151,817	87.6	421,173	281,048	49.9	61,588	54,682	12.6	91,670	49,773	84.2	108,385	57,324	89.1	68,987	38,557	78.9	12,034	12,034	3,242.0	2,135.5	51.8	5
* 6	Eglinton Square	251,189	131,313	91.3	204,647	123,786	65.3	46,188	28,650	61.2	74,630	36,154	106.4	27,181	11,293	140.7	55,733	24,088	131.4	10,000	10,000	3,161.5	1,139.0	177.6	6
7	Eatonville	232,419	238,477	-2.5	463,951	501,624	-7.5	49,263	64,638	-23.8	137,284	150,034	-8.5	95,444	100,842	-5.4	41,801	43,683	-4.3	12,203	12,203	3,242.0	3,234.0	0.2	7
8	Downsview	231,580	230,231	0.6	185,960	201,514	-7.7	61,263	47,275	29.6	71,882	76,447	-6.0	27,324	27,733	-1.5	72,517	99,707	-27.3	20,016	20,016	3,242.0	3,234.0	0.2	8
9	Parliament Street	225,922	227,666	-0.8	191,193	203,705	-6.1	67,925	63,950	6.2	68,549	71,056	-3.5	39,172	39,734	-1.4	62,072	66,423	-6.5	14,634	14,634	3,420.5	3,412.5	0.2	9
10	Sanderson	223,279	228,745	-2.4	178,416	193,422	-7.8	63,400	81,213	-21.9	76,932	56,092	37.2	32,933	32,463	1.4	52,512	66,513	-21.0	12,702	12,702	3,161.5	3,104.5	1.8	10
11	Beaches	207,052	213,974	-3.2	289,818	314,024	-7.7	43,263	46,725	-7.4	50,555	58,058	-12.9	69,149	71,736	-3.6	31,292	40,875	-23.4	8,000	8,000	3,112.5	3,104.5	0.3	11
~ 12	Locke	206,804	215,365	-4.0	349,360	352,148	-0.8	46,125	65,388	-29.5	54,693	64,894	-15.7	77,550	72,508	7.0	40,048	46,140	-13.2	11,647	11,647	3,099.0	3,374.0	-8.2	12
13	Bayview	202,545	226,109	-10.4	429,168	455,110	-5.7	38,825	44,700	-13.1	87,209	88,047	-1.0	90,517	88,133	2.7	26,289	29,604	-11.2	6,333	6,333	3,008.0	3,125.0	-3.7	13
14	High Park	200,533	203,854	-1.6	302,244	317,578	-4.8	66,238	71,363	-7.2	50,060	44,782	11.8	74,375	73,709	0.9	32,396	41,913	-22.7	8,850	8,850	3,112.5	3,104.5	0.3	14
15	City Hall	197,005	195,475	0.8	273,173	299,464	-8.8	53,925	52,325	3.1	52,034	44,532	16.8	76,487	81,630	-6.3	50,205	33,700	49.0	5,074	5,074	2,000.0	2,000.0		15
16	Thorncliffe	194,581	197,227	-1.3	152,062	168,175	-9.6	51,813	74,325	-30.3	40,384	57,471	-29.7	20,969	21,999	-4.7	50,333	71,175	-29.3	11,034	11,034	3,340.0	3,283.0	1.7	16
17	Scarborough Civic Centre	191,703	193,914	-1.1	172,722	179,314	-3.7	53,500	55,900	-4.3	50,181	52,330	-4.1	23,107	22,433	3.0	45,256	63,474	-28.7	14,500	14,500	3,242.0	3,234.0	0.2	17
18	Fort York	190,668	169,371	12.6	227,453	221,413	2.7	67,525	69,713	-3.1	82,497	91,021	-9.4	57,422	50,797	13.0	37,264	47,162	-21.0	16,008	16,008	3,242.0	3,234.0	0.2	18
19	Riverdale	180,916	194,268	-6.9	223,472	238,778	-6.4	42,738	51,100	-16.4	47,132	54,595	-13.7	44,442	42,193	5.3	45,729	71,813	-36.3	9,658	9,658	3,112.5	3,104.5	0.3	19
20	Danforth/Coxwell	169,976	175,012	-2.9	269,855	277,410	-2.7	39,288	40,313	-2.5	54,257	44,720	21.3	58,097	59,343	-2.1	40,326	36,600	10.2	9,617	9,617	3,112.5	3,104.5	0.3	20
2nd Quartile																									
~ 21	Goldhawk Park	164,412	175,028	-6.1	202,870	226,852	-10.6	33,975	44,988	-24.5	22,342	32,744	-31.8	28,983	31,665	-8.5	30,554	39,670	-23.0	8,000	8,000	3,076.5	3,234.0	-4.9	21
22	Leaside	162,265	157,550	3.0	344,926	348,572	-1.0	34,338	39,975	-14.1	50,070	66,859	-25.1	77,063	74,030	4.1	20,752	25,313	-18.0	12,000	12,000	3,112.5	3,104.5	0.3	22
23	St. James Town	157,596	169,242	-6.9	221,964	223,251	-0.6	30,375	29,550	2.8	71,731	68,309	5.0	52,138	50,779	2.7	51,621	58,200	-11.3	7,800	7,800	2,168.0	2,056.0	5.4	23
24	Centennial	157,112	177,412	-11.4	297,665	307,111	-3.1	17,050	49,675	-65.7	85,844	129,820	-33.9	61,000	61,919	-1.5	26,974	35,950	-25.0	6,866	6,866	3,104.0	3,125.0	-0.7	24
25	Jane/Dundas	154,666	163,511	-5.4	269,642	295,469	-8.7	37,225	37,700	-1.3	59,933	59,470	0.8	53,786	55,987	-3.9	43,864	63,875	-31.3	11,955	11,955	3,161.5	3,104.5	1.8	25
26	Flemingdon Park	139,776	156,265	-10.6	103,736	114,744	-9.6	33,425	35,550	-6.0	64,245	55,520	15.7	13,804	15,365	-10.2	29,894	39,266	-23.9	7,250	7,250	2,185.5	2,185.5		26
~ 27	Yorkville	137,585	152,520	-9.8	255,993	286,724	-10.7	34,025	42,175	-19.3	47,562	64,933	-26.8	61,773	68,858	-10.3	22,390	29,238	-23.4	9,053	9,053	2,977.0	3,104.5	-4.1	27
28	Maryvale	137,412	157,983	-13.0	162,654	187,741	-13.4	25,075	31,838	-21.2	42,817	61,531	-30.4	27,937	29,860	-6.4	34,992	33,900	3.2	4,998	4,998	2,528.5	2,518.0	0.4	28
29	McGregor Park	122,591	127,230	-3.6	158,704	176,865	-10.3	40,388	40,975	-1.4	48,868	44,570	9.6	21,046	21,343	-1.4	30,641	36,807	-16.8	7,793	7,793	2,185.5	2,185.5		29
30	Main Street	122,506	120,433	1.7	242,978	248,530	-2.2	33,188	43,175	-23.1	34,369	32,582	5.5	58,904	58,850	0.1	26,001	32,700	-20.5	8,664	8,664	3,112.5	3,104.5	0.3	30
31	St. Lawrence	117,556	118,778	-1.0	216,375	215,415	0.4	16,725	16,800	-0.4	33,298	28,031	18.8	62,602	61,488	1.8	24,264	23,888	1.6	4,833	4,833	2,528.5	2,491.5	1.5	31
32	Hillcrest	116,494	116,053	0.4	298,415	309,418	-3.6	42,013	41,213	1.9	46,732	44,045	6.1	64,816	65,266	-0.7	16,987	27,575	-38.4	7,473	7,473	2,088.0	2,088.0		32
~ 33	Forest Hill	113,245	117,222	-3.4	181,125	189,387	-4.4	22,273	20,250	10.0	39,229	27,655	41.9	43,896	46,466	-5.5	14,583	21,500	-32.2	10,399	10,399	2,814.0	3,104.5	-9.4	33
34	Dufferin/St. Clair	111,761	103,822	7.6	169,416	149,156	13.6	42,938	41,938	2.4	28,494	22,307	27.7	34,077	25,933	31.4	42,709	49,488	-13.7	11,208	11,208	2,528.5	2,518.0	0.4	34
35	Palmerston	103,023	112,115	-8.1	189,682	194,152	-2.3	22,263	31,663	-29.7	39,707	46,533	-14.7	52,570	50,639	3.8	23,629	23,100	2.3	8,493	8,493	2,528.5	2,518.0	0.4	35
36	Morningside	102,939	100,674	2.3	152,677	161,130	-5.2	30,600	28,600	7.0	47,320	37,633	25.7	23,960	22,876	4.7	30,116	39,488	-23.7	7,000	7,000	3,161.5	3,104.5	1.8	36
37	Annette Street	102,239	126,645	-19.3	201,476	250,427	-19.5	15,800	24,763	-36.2	23,727	33,360	-28.9	50,165	65,698	-23.6	21,239	37,370	-43.2	7,806	7,806	2,528.5	2,798.5	-9.6	37
38	College/Shaw	101,932	103,458	-1.5	182,356	189,415	-3.7	24,138	36,700	-34.2	23,218	29,982	-22.6	52,812	51,195	3.2	21,914	20,363	7.6	7,664	7,664	2,528.5	2,518.0	0.4	38
39	Humberwood	101,360	120,153	-15.6	55,565	62,989	-11.8	18,100	16,850	7.4	28,755	23,007	25.0	7,554	8,481	-10.9	10,942	16,050	-31.8	5,748	5,748	2,056.0	2,056.0		39
40	Alderwood	100,886	97,083	3.9	155,864	158,583	-1.7	34,125	41,775	-18.3	36,744	38,769	-5.2	26,929	27,736	-2.9	12,162	15,213	-20.1	7,341	7,341	2,528.5	2,518.0	0.4	40

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Neighbourhood & District branches are ranked in order by visits	VISITS			CIRCULATION			IN-LIBRARY USE			INFORMATION REQUESTS			HOLDS AVAILABLE FOR P/U			WORKSTATION USERS			SQUARE FOOTAGE			OPEN HOURS			
	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	
3rd Quartile																									
41 Gerrard/Ashdale	99,576	104,259	-4.5	171,810	177,571	-3.2	55,363	41,713	32.7	51,109	48,408	5.6	38,207	37,467	2.0	16,717	24,038	-30.5	6,504	6,504		2,528.5	2,518.0	0.4	41
42 Oakwood Village Library and	98,891	94,240	4.9	133,088	117,577	13.2	33,313	33,963	-1.9	62,106	31,883	94.8	25,345	22,014	15.1	21,743	33,188	-34.5	17,270	17,270		2,528.5	2,518.0	0.4	42
43 Black Creek	98,278	102,627	-4.2	86,179	97,368	-11.5	39,238	37,900	3.5	55,332	46,857	18.1	8,744	8,917	-1.9	24,989	19,913	25.5	5,782	5,782		2,056.0	2,056.0		43
44 Mimico Centennial	91,352	92,721	-1.5	172,926	178,966	-3.4	37,588	36,563	2.8	81,806	74,443	9.9	34,162	32,851	4.0	15,725	24,663	-36.2	17,469	17,469		2,056.0	2,056.0		44
45 Weston	91,230	92,943	-1.8	116,159	128,443	-9.6	16,363	26,900	-39.2	32,391	42,343	-23.5	20,293	22,003	-7.8	26,060	37,813	-31.1	11,944	11,944		2,577.5	2,518.0	2.4	45
46 Dawes Road	89,637	96,392	-7.0	162,061	186,973	-13.3	25,800	29,650	-13.0	30,254	43,224	-30.0	27,412	28,897	-5.1	30,300	45,450	-33.3	6,740	6,740		2,528.5	2,518.0	0.4	46
~ 47 Spadina Road	85,974	85,114	1.0	173,509	176,028	-1.4	26,525	27,188	-2.4	33,732	29,218	15.4	49,777	48,569	2.5	15,469	13,775	12.3	3,952	3,952		2,024.0	2,056.0	-1.6	47
48 Port Union	84,874	86,237	-1.6	202,041	203,226	-0.6	32,025	31,500	1.7	21,982	19,281	14.0	42,999	40,693	5.7	10,086	12,475	-19.2	5,000	5,000		2,528.5	2,518.0	0.4	48
49 Jane/Sheppard	83,508	87,221	-4.3	81,754	85,026	-3.8	28,500	25,875	10.1	73,080	48,406	51.0	10,367	8,803	17.8	23,749	39,475	-39.8	7,000	7,000		2,528.5	2,518.0	0.4	49
50 Burrows Hall	81,913	84,899	-3.5	123,742	141,431	-12.5	15,175	14,225	6.7	40,193	18,619	115.9	15,572	16,245	-4.1	16,232	20,938	-22.5	6,500	6,500		2,105.0	2,056.0	2.4	50
51 Kennedy/Eglinton	81,014	92,895	-12.8	130,416	155,073	-15.9	57,625	54,388	6.0	64,706	67,319	-3.9	18,497	19,587	-5.6	29,139	39,175	-25.6	6,713	6,713		2,056.0	2,056.0		51
52 Mount Dennis	80,819	88,386	-8.6	104,754	108,609	-3.5	30,200	23,250	29.9	29,819	30,130	-1.0	15,591	14,874	4.8	36,451	53,466	-31.8	11,350	11,350		2,658.0	2,647.5	0.4	52
53 Jones	78,623	81,100	-3.1	160,471	167,736	-4.3	19,463	22,650	-14.1	28,857	21,482	34.3	34,724	33,310	4.2	18,622	21,488	-13.3	3,636	3,636		2,543.5	2,535.5	0.3	53
54 Armour Heights	73,829	73,163	0.9	214,013	202,628	5.6	26,500	28,863	-8.2	29,745	29,484	0.9	45,432	42,066	8.0	9,753	11,225	-13.1	2,988	2,988		2,056.0	2,056.0		54
55 Brookbanks	73,308	73,732	-0.6	156,836	161,391	-2.8	17,650	16,125	9.5	31,130	14,855	109.6	25,682	27,957	-8.1	16,333	16,113	1.4	7,933	7,933		2,056.0	2,056.0		55
56 Queen/Saulter	68,578	71,094	-3.5	111,106	113,269	-1.9	13,738	16,938	-18.9	19,494	23,479	-17.0	26,606	25,002	6.4	13,869	10,863	27.7	2,957	2,957		2,056.0	2,056.0		56
*~ 57 Pleasant View	66,616	79,549	-16.3	157,096	190,453	-17.5	26,395	39,059	-32.4	35,865	37,124	-3.4	24,145	31,627	-23.7	13,400	17,593	-23.8	7,000	7,000		1,912.0	2,016.0	-5.2	57
58 Cliffcrest	65,876	65,757	0.2	137,460	142,382	-3.5	15,163	10,063	50.7	27,059	19,006	42.4	30,404	28,763	5.7	14,475	16,188	-10.6	4,859	4,859		2,056.0	2,056.0		58
59 Mount Pleasant	62,333	59,793	4.2	153,772	155,354	-1.0	17,988	15,263	17.9	36,558	36,981	-1.1	37,849	37,245	1.6	6,809	5,738	18.7	5,829	5,829		2,056.0	2,056.0		59
~ 60 Wychwood	62,229	133,540	-53.4	115,280	232,975	-50.5	12,113	32,113	-62.3	23,916	58,518	-59.1	31,374	65,519	-52.1	16,140	36,463	-55.7	6,381	6,381		1,558.0	3,104.5	-49.8	60
4th Quartile																									
61 Woodview Park	58,068	58,297	-0.4	71,530	67,938	5.3	15,713	14,375	9.3	19,958	17,719	12.6	12,641	10,646	18.7	13,555	23,938	-43.4	6,658	6,658		2,056.0	2,056.0		61
62 Highland Creek	57,664	60,785	-5.1	145,360	155,735	-6.7	22,663	22,588	0.3	32,393	36,245	-10.6	27,051	26,868	0.7	16,657	19,175	-13.1	7,000	7,000		2,056.0	2,056.0		62
~ 63 Guildwood	57,017	62,890	-9.3	97,265	114,626	-15.1	8,978	6,550	37.1	15,030	10,732	40.0	22,255	24,454	-9.0	9,772	11,088	-11.9	3,010	3,010		1,872.0	2,056.0	-8.9	63
64 New Toronto	55,870	59,211	-5.6	128,546	125,383	2.5	30,338	36,275	-16.4	41,257	41,868	-1.5	26,940	23,416	15.0	15,193	23,478	-35.3	9,925	9,925		2,185.5	2,185.5		64
~ 65 Steeles	55,838	156,659	-64.4	114,108	238,620	-52.2	17,271	48,513	-64.4	17,404	31,232	-44.3	13,209	34,099	-61.3	14,624	31,163	-53.1	5,509	5,009	10.0	1,561.0	3,283.0	-52.5	65
66 Perth/Dupont	55,219	53,451	3.3	94,768	92,619	2.3	13,925	16,250	-14.3	25,880	18,682	38.5	23,407	21,556	8.6	5,775	8,425	-31.5	3,627	3,627		2,056.0	2,056.0		66
* 67 Long Branch	53,829	50,700	6.2	130,359	128,538	1.4	16,350	9,808	66.7	29,071	20,083	44.8	25,643	24,903	3.0	14,458	19,427	-25.6	6,418	6,418		2,056.0	1,896.0	8.4	67
68 Bendale	51,489	50,632	1.7	122,497	123,592	-0.9	20,663	16,700	23.7	37,780	32,658	15.7	17,821	16,125	10.5	14,323	18,675	-23.3	8,500	8,500		2,056.0	2,056.0		68
* 69 Amesbury Park	51,242	25,865	98.1	85,101	55,198	54.2	31,425	8,659	262.9	40,433	9,556	323.1	9,980	5,146	93.9	13,010	7,439	74.9	6,320	6,320		2,056.0	1,160.0	77.2	69
70 Evelyn Gregory	46,693	48,477	-3.7	62,447	67,336	-7.3	19,738	15,250	29.4	36,444	29,419	23.9	8,833	8,839	-0.1	13,481	25,888	-47.9	6,200	6,200		2,528.5	2,518.0	0.4	70
71 Elmbrook Park	45,807	48,985	-6.5	125,978	128,037	-1.6	8,538	4,863	75.6	13,920	18,245	-23.7	27,124	26,186	3.6	5,700	7,175	-20.6	3,600	3,600		2,056.0	2,056.0		71
72 Humber Bay	44,973	46,188	-2.6	156,811	167,341	-6.3	8,338	7,263	14.8	21,570	20,120	7.2	39,628	39,718	-0.2	6,015	8,038	-25.2	2,400	2,400		2,056.0	2,056.0		72
73 Victoria Village	42,043	43,446	-3.2	87,550	99,426	-11.9	10,825	13,363	-19.0	11,135	11,279	-1.3	16,233	18,996	-14.5	9,463	12,050	-21.5	5,383	5,383		2,056.0	2,056.0		73
~ 74 Rexdale	40,274	50,646	-20.5	66,414	79,110	-16.0	7,150	8,700	-17.8	16,758	26,320	-36.3	12,020	14,285	-15.9	11,519	17,963	-35.9	5,088	5,088		2,032.0	2,056.0	-1.2	74
75 Davenport	37,506	34,954	7.3	131,944	119,636	10.3	9,750	10,250	-4.9	13,695	14,631	-6.4	40,041	34,303	16.7	4,008	6,100	-34.3	3,604	3,604		2,232.0	2,056.0	8.6	75
*~ 76 Humber Summit	35,770	24,575	45.6	53,901	36,120	49.2	19,800	5,950	232.8	40,195	13,141	205.9	8,195	4,883	67.8	10,281	7,225	42.3	9,040	9,040		1,976.0	1,024.0	93.0	76
* 77 Taylor Memorial	34,784	35,466	-1.9	104,908	94,731	10.7	9,750	9,293	4.9	14,808	12,900	14.8	24,473	20,303	20.5	8,594	13,329	-35.5	5,000	5,000		2,056.0	1,896.0	8.4	77
78 Northern Elms	33,315	34,143	-2.4	66,929	76,862	-12.9	9,263	8,888	4.2	21,558	20,158	6.9	11,400	13,605	-16.2	13,858	10,788	28.5	3,936	3,936		2,056.0	2,056.0		78
~ 79 Todmorden Room	28,888	28,939	-0.2	47,739	51,952	-8.1	8,475	8,363	1.3	12,753	10,517	21.3	11,072	12,253	-9.6	3,450	4,375	-21.1	554	554		1,239.0	1,442.0	-14.1	79
~ 80 Swansea Memorial	20,826	38,627	-46.1	40,102	68,141	-41.1	4,550	13,075	-65.2	7,693	15,181	-49.3	10,276	21,926	-53.1	1,443	5,525	-73.9	1,127	1,127		1,269.0	2,052.5	-38.2	80
*~ 81 St. Clair/Silverthorn		24,915	-100.0	4,239	50,583																				

Branch Summary Statistics: January to December 2018

Neighbourhood & District branches are ranked in order by visits	VISITS			CIRCULATION			IN-LIBRARY USE			INFORMATION REQUESTS			HOLDS AVAILABLE FOR P/U			WORKSTATION USERS			SQUARE FOOTAGE			OPEN HOURS				
	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change	2018	2017	% Change		
DISTRICT BRANCHES																										
1 Fairview	546,827	566,666	-3.5	683,924	728,426	-6.1	136,650	180,488	-24.3	217,732	232,419	-6.3	89,887	84,810	6.0	130,320	215,656	-39.6	69,458	69,458		3,445.0	3,440.5	0.1	1	
2 Northern District	373,362	391,543	-4.6	432,317	456,927	-5.4	73,963	92,475	-20.0	130,308	152,306	-14.4	97,092	97,860	-0.8	104,897	120,673	-13.1	48,645	48,645		3,445.0	3,440.5	0.1	2	
3 Bloor/Gladstone	369,395	360,508	2.5	369,252	388,365	-4.9	119,275	96,688	23.4	163,870	118,895	37.8	76,735	77,096	-0.5	128,177	171,813	-25.4	20,627	20,627		3,434.5	3,412.5	0.6	3	
4 Agincourt	368,837	326,233	13.1	623,148	621,226	0.3	141,650	128,538	10.2	111,619	127,258	-12.3	79,989	76,813	4.1	112,149	134,675	-16.7	27,000	27,000		3,434.5	3,412.5	0.6	4	
5 Cedarbrae	355,089	384,227	-7.6	394,326	430,830	-8.5	135,525	135,713	-0.1	234,232	283,882	-17.5	48,341	48,181	0.3	133,544	197,151	-32.3	26,200	31,506	-16.8	3,445.0	3,440.5	0.1	5	
6 Albert Campbell	340,522	356,374	-4.4	303,855	338,066	-10.1	96,513	93,450	3.3	133,922	126,622	5.8	38,569	40,303	-4.3	82,784	150,308	-44.9	26,100	26,100		3,445.0	3,440.5	0.1	6	
* 7 Albion	327,977	260,950	25.7	328,536	309,631	6.1	137,000	113,838	20.3	225,956	180,295	25.3	34,898	29,606	17.9	111,939	137,999	-18.9	29,000	29,000		3,445.0	3,179.5	8.4	7	
8 Lillian H. Smith	327,094	319,555	2.4	322,224	352,547	-8.6	62,038	83,775	-25.9	133,107	123,783	7.5	64,308	60,514	6.3	108,743	111,803	-2.7	38,935	38,935		3,445.0	3,440.5	0.1	8	
9 Malvern	294,944	331,665	-11.1	312,335	334,069	-6.5	139,688	149,038	-6.3	178,457	190,918	-6.5	35,714	34,475	3.6	83,951	158,550	-47.1	25,834	25,834		3,445.0	3,440.5	0.1	9	
* 10 Richview	275,100	252,083	9.1	540,718	539,487	0.2	77,813	94,400	-17.3	119,570	143,149	-16.5	85,350	80,539	6.0	71,177	82,853	-14.1	47,252	47,252		3,445.0	3,026.5	13.8	10	
11 S. Walter Stewart	259,975	262,097	-0.8	399,144	407,819	-2.1	75,238	101,338	-25.8	100,608	108,697	-7.4	76,805	76,222	0.8	64,722	119,109	-45.7	25,847	25,847		3,445.0	3,440.5	0.1	11	
12 Brentwood	257,933	267,983	-3.8	418,716	433,080	-3.3	75,538	123,313	-38.7	77,582	84,784	-8.5	91,822	89,543	2.5	57,702	86,113	-33.0	17,500	17,500		3,445.0	3,440.5	0.1	12	
13 Don Mills	253,090	257,738	-1.8	545,675	565,703	-3.5	86,875	85,163	2.0	116,181	109,455	6.1	89,031	87,141	2.2	61,911	90,243	-31.4	21,563	21,563		3,434.5	3,412.5	0.6	13	
14 Barbara Frum	246,900	248,990	-0.8	503,402	527,513	-4.6	81,713	99,650	-18.0	156,957	183,933	-14.7	93,567	90,457	3.4	76,409	132,868	-42.5	29,417	29,417		3,445.0	3,440.5	0.1	14	
15 Pape/Danforth	230,567	233,308	-1.2	374,726	386,965	-3.2	53,288	54,225	-1.7	47,472	48,134	-1.4	89,445	87,809	1.9	60,571	59,407	2.0	8,175	8,175		3,434.5	3,412.5	0.6	15	
16 Maria A. Shchuka	216,570	234,462	-7.6	201,845	211,188	-4.4	54,038	74,650	-27.6	89,595	74,582	20.1	30,298	30,234	0.2	81,688	121,564	-32.8	25,475	25,475		3,434.5	3,412.5	0.6	16	
*~ 17 York Woods	170,623	200,531	-14.9	181,002	199,765	-9.4	72,975	93,988	-22.4	177,168	172,485	2.7	23,679	25,011	-5.3	93,349	157,821	-40.9	42,176	42,176		3,410.5	3,406.0	0.1	17	
District Total	5,214,805	5,254,913	-0.8	6,935,145	7,231,607	-4.1	1,619,775	1,800,366	-10.0	2,414,336	2,461,597	-1.9	1,145,530	1,116,614	2.6	1,564,033	2,248,602	-30.4	529,204	534,511	-1.0	58,478.0	57,639.0	1.5		
District Average	306,753	309,113	-0.8	407,950	425,389	-4.1	95,281	105,904	-10.0	142,020	144,800	-1.9	67,384	65,683	2.6	92,002	132,271	-30.4	31,130	31,442	-1.0	3,439.9	3,390.5	1.5		
Branch Total (excl. R&R)	15,089,453	15,356,035	-1.7	21,594,306	22,599,527	-4.4	4,190,941	4,557,470	-8.0	6,079,688	6,007,774	1.2	4,172,429	4,124,556	1.2	3,730,823	4,847,552	-23.0	1,187,274	1,192,081	-0.4	258,276.0	258,898.0	-0.2		
Branch Average (excl. R&R)	155,561	158,310	-1.7	222,622	232,985	-4.4	43,206	46,984	-8.0	62,677	61,936	1.2	43,015	42,521	1.2	38,462	49,975	-23.0	12,240	12,289	-0.4	2,662.6	2,669.1	-0.2		
RESEARCH AND REFERENCE BRANCHES																										
~ Toronto Reference Library	1,594,315	1,604,864	-0.7	394,068	404,937	-2.7	561,513	606,250	-7.4	576,874	547,523	5.4	94,212	84,579	11.4	428,446	867,212	-50.6	426,535	426,535		3,445.0	3,440.5	0.1		
*~ North York Central Library	830,485	342,972	142.1	764,881	597,896	27.9	122,113	24,688	394.6	297,722	89,132	234.0	138,291	127,773	8.2	121,507			168,022	168,022		3,331.0	3,283.0	1.5		
Osborne Collection	19,171	16,250	18.0	68	29	134.5	14,263	12,113	17.8	5,131	7,370	-30.4														
Merril Collection	14,550	13,069	11.3	5	14	-64.3	3,938	3,800	3.6	4,742	5,289	-10.3														
Answerline				48,323	42,926	12.6				194,896	164,257	18.7	1	1												
Interloan				4,902	4,286	14.4							4,608	4,146	11.1											
Virtual Reference Desk										12,416	11,290	10.0														
Research & Reference Total	2,458,521	1,977,155	24.3	1,212,247	1,050,088	15.4	701,825	646,850	8.5	1,091,781	824,861	32.4	237,112	216,499	9.5	549,953	867,212	-36.6	594,557	594,557	0.0	6,776.0	6,723.5	0.8		
Research & Reference Average	1,212,400	973,918	24.5	579,475	501,417	15.6	341,813	315,469	8.4	437,298	318,328	37.4	116,252	106,176	9.5	274,977	433,606	-36.6	297,279	297,279	0.0	3,388.0	3,361.8	0.8		
City-Wide & Remote Services^^	29,399	36,842	-20.2	7,749,017	6,449,275	20.2	31,475	27,638	13.9	114,740	113,723	0.9	54,355	53,311	2.0	631	463	36.4	1,190	1,190	0.0	3,830.3	3,825.5	0.1		
Grand Total	17,577,373	17,370,032	1.2	30,555,570	30,098,890	1.5	4,924,241	5,231,957	-5.9	7,286,209	6,946,358	4.9	4,463,896	4,394,366	1.6	4,281,407	5,715,226	-25.1	1,783,021	1,787,828	-0.3	268,882.3	269,447.0	-0.2		

Notes:

~ In 2018, this branch was closed for part or all of this time period for renovation/retrofit

* In 2017, this branch was closed for part or all of this time period for renovation/retrofit

- The figure shown as the average for Research & Reference is an average for North York Central Library & Toronto Reference Library only.

+ Information Requests counts reference and directional requests made in-person, by telephone and electronically.

^^ City-Wide & Remote Services includes Home Library Service, Bookmobile Total, Sunnybrook Hospital, Adult Literacy Services, e-Titles and Departmental Staff.

Total Open Hours is based on scheduled open hours with adjustments made for closures of more than three days.

North York Central Library closed December 4, 2016 for renovation. Re-opened July 5, 2018, 12:30 p.m., floors 1-3. Pop-up location opened December 12, 2016, closed July 4, 2018.

Workstation User Sessions for 2018 are based on data tracked and reported in the Reserve a Computer (RAC) management system, providing a more accurate measure of actual use. 2017 sessions are based on manually collected survey week data prorated for the quarter.

How We Compare 2017: The North American Library Context

North American Libraries Serving a Population Over 2,000,000 sorted by Population

Library Systems	Population Served		# of Branches		Pop'n. Served per Branch		Square Footage		Sq. Ft. per Capita		Total Visits		Visits per Capita		Total Circulation		Circulation per Capita		E-visits		E-visits per Capita	
	Rank		Rank		Rank		Rank		Rank		Rank		Rank		Rank		Rank		Rank		Rank	
Los Angeles Public Library	1	4,041,707	5	72	8	56,135	5	858,572	9	0.21	3	13,145,751	5	3.25	3	20,219,171	6	5.00	3	18,262,176	3	4.52
County of Los Angeles Public Library	2	3,373,360	3	85	5	39,687	4	1,220,326	4	0.36	5	9,844,048	7	2.92	4	18,592,266	5	5.51	6	7,893,604	7	2.34
New York Public Library	3	3,239,253	2	88	4	36,810	3	1,471,863	3	0.45	2	13,670,910	3	4.22	2	23,778,180	2	7.34	2	25,151,877	2	7.76
Toronto Public Library	4	2,731,571	1	100	1	27,316	2	1,786,638	2	0.65	1	17,370,032	1	6.36	1	30,098,890	1	11.02	1	27,712,428	1	10.15
Chicago Public Library	5	2,695,598	4	80	2	33,695	1	1,831,272	1	0.68	6	8,526,591	6	3.16	7	11,291,966	7	4.19	5	9,568,882	5	3.55
Brooklyn Public Library	6	2,504,700	7	58	6	43,184	7	697,145	7	0.28	7	8,380,347	4	3.35	5	14,537,799	3	5.80	4	10,569,253	4	4.22
Houston Public Library	7	2,349,993	9	41	9	57,317	9	604,494	8	0.26	9	3,795,522	9	1.62	8	5,858,337	8	2.49	8	4,374,329	8	1.86
Miami-Dade Public Library System	8	2,334,509	8	49	7	47,643	6	770,292	5	0.33	8	5,473,200	8	2.34	9	4,348,164	9	1.86	9	3,697,675	9	1.58
Queens Borough Public Library	9	2,230,722	6	62	3	35,979	8	630,000	6	0.28	4	11,222,610	2	5.03	6	12,784,128	4	5.73	7	7,297,000	6	3.27
Average		2,833,490		71		41,974		1,096,734		0.39		10,158,779		3.58		15,723,211		5.44		12,725,247		4.36
Maximum		4,041,707		100		57,317		1,831,272		0.68		17,370,032		6.36		30,098,890		11.02		27,712,428		10.15
Minimum		2,230,722		41		27,316		604,494		0.21		3,795,522		1.62		4,348,164		1.86		3,697,675		1.58
Median		2,695,598		72		39,687		858,572		0.33		9,844,048		3.25		14,537,799		5.51		9,568,882		3.55

Source: Public Library Data Service (PLDS) 2018 (based on 2017 data) sorted by population served.

How We Compare 2017: The Canadian Library Context

Canadian Libraries Serving a Population Over 500,000 sorted by Population

Library Systems	Population Served		# of Branches		Pop'n. Served per Branch		Square Footage		Sq. Ft. per Capita		Total Visits		Visits per Capita		Total Circulation		Circulation per Capita		E-visits		E-visits per Capita	
	Rank		Rank		Rank		Rank		Rank		Rank		Rank		Rank		Rank		Rank		Rank	
Toronto Public Library	1	2,929,886*	1	100	2	29,299	1	1,881,560	2	0.64	1	17,370,032	4	5.93	1	30,098,890	6	10.27	1	27,712,428	4	9.46
Montréal, Bibliothèque de	2	1,765,616	2	47	5	37,566	2	702,897	5	0.40	2	8,396,189	6	4.76	3	12,002,049	8	6.80	3	10,470,570	6	5.93
Calgary Public Library	3	1,246,337	7	18	8	69,241	4	469,800	6	0.38	3	6,841,884	5	5.49	2	14,606,264	3	11.72				
Ottawa Public Library	4	979,175	3	33	3	29,672	5	449,536	4	0.46	6	4,425,650	8	4.52	4	11,202,449	4	11.44	2	13,303,343	1	13.59
Edmonton Public Library	5	899,447	4	21	6	42,831	7	276,694	8	0.31	5	5,367,581	3	5.97	5	9,949,671	5	11.06	4	10,066,329	2	11.19
Vancouver Public Library	6	637,086	5	21	4	30,337	3	507,592	1	0.80	4	6,399,692	1	10.05	6	9,907,073	1	15.55	5	6,444,643	3	10.12
Brampton Library	7	600,000	9	6	9	100,000	9	174,069	9	0.29	9	1,769,803	9	2.95	8	4,092,372	7	6.82	7	3,135,933	7	5.23
Hamilton Public Library	8	563,480	6	21	1	26,832	6	318,683	3	0.57	7	3,680,038	2	6.53	7	6,615,828	2	11.74	6	4,114,609	5	7.30
Surrey Libraries	9	526,142	8	9	7	58,460	8	188,246	7	0.36	8	2,484,846	7	4.72	9	3,426,528	9	6.51	8	2,450,199	8	4.66
Average		1,127,463		31		47,138		552,120		0.47		6,303,968		5.66		11,322,347		10.21		9,712,257		8.43
Maximum		2,929,886		100		100,000		1,881,560		0.80		17,370,032		10.05		30,098,890		15.55		27,712,428		13.59
Minimum		526,142		6		26,832		174,069		0.29		1,769,803		2.95		3,426,528		6.51		2,450,199		4.66
Median		899,447		21		37,566		449,536		0.40		5,367,581		5.49		9,949,671		11.06		8,255,486		8.38

Source: Canadian Public Library Statistics 2017 (Canadian Urban Libraries Council (CULC)) sorted by population served.

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



Board Report | 2018 Key Performance Indicators

► TOTAL USE

The increase in total use was driven by in-branch visits, virtual visits, electronic circulation and program attendance. Total use is a measure of the Municipal Benchmarking Network Canada that comprises in-branch activities and electronic services.

95.4
million



2017

96.2
million



2018

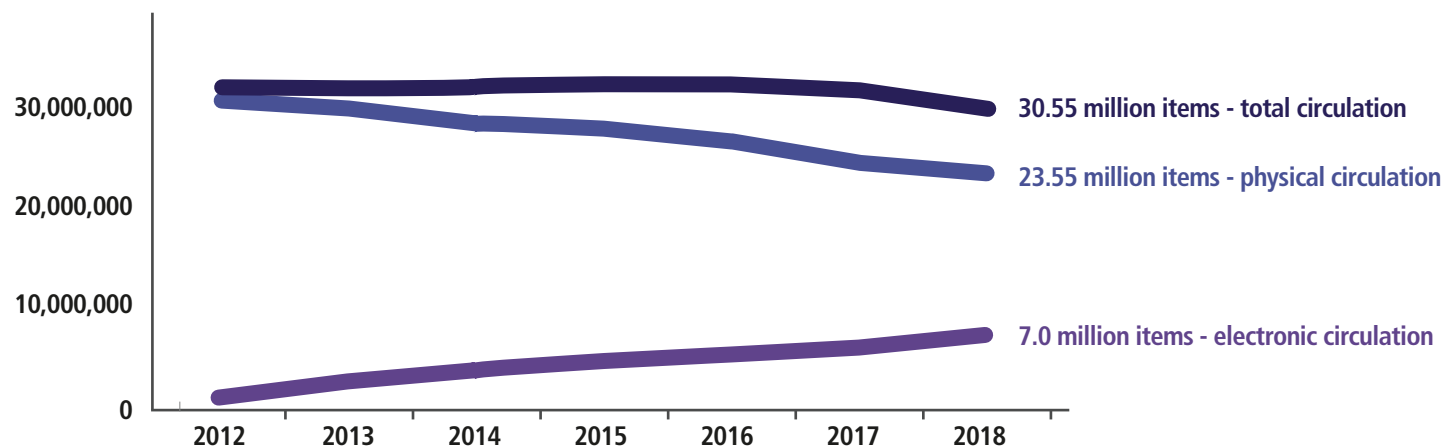
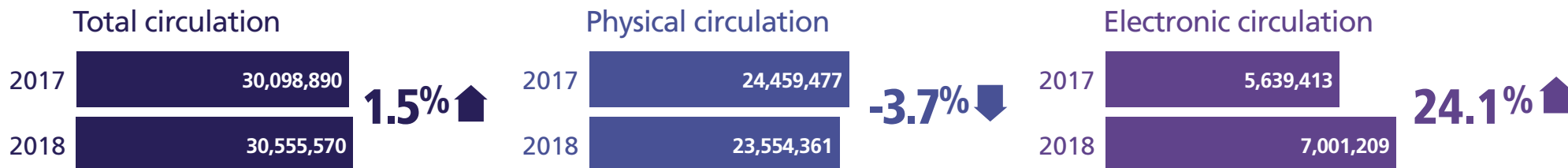
- ↑ Electronic reference requests
- ↑ Program attendance
- ↑ Standard reference requests
- ↑ Wireless use
- ↑ Electronic circulation
- ↓ In-library use
- ↓ Workstation user sessions
- ↑ Visits
- ↓ Physical circulation
- ↑ Virtual visits



Board Report | 2018 Key Performance Indicators

► CIRCULATION

Overall circulation increased in 2018, driven by the increase in electronic circulation. The decrease in physical circulation was driven by declines in the use of multilingual and audio-visual materials.



Circulation

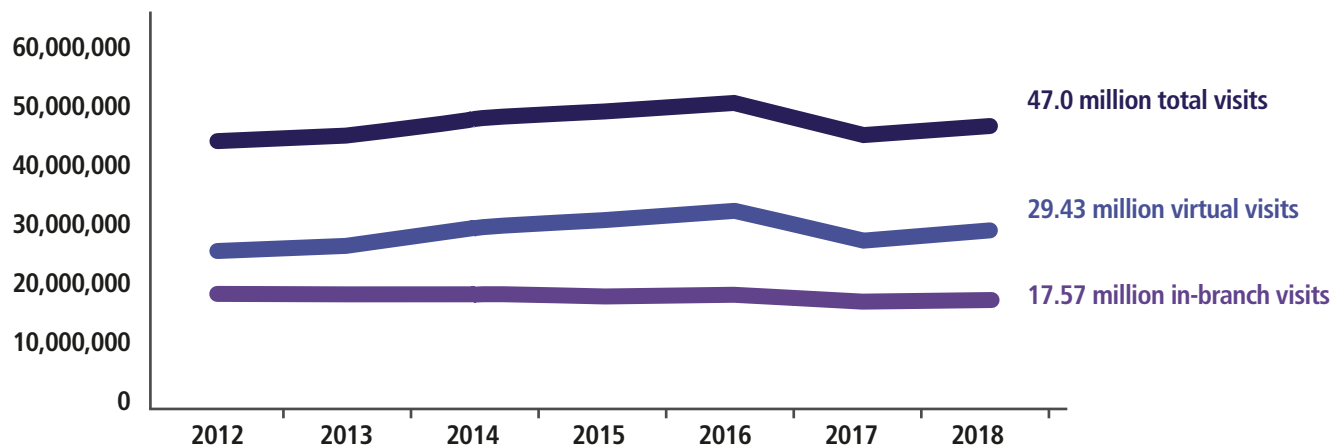
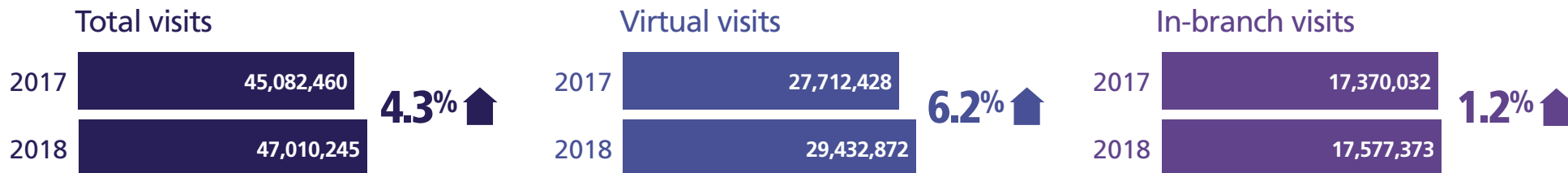
		2012	2013	2014	2015	2016	2017	2018	% Change 2017-2018
	Physical	30,958,696	30,039,506	28,546,543	28,110,306	26,886,087	24,459,477	23,554,361	-3.7%
	Electronic	1,073,340	2,105,515	3,488,252	4,395,657	5,024,490	5,639,413	7,001,209	24.1%
	Total	32,032,036	32,145,021	32,034,795	32,505,963	31,910,577	30,098,890	30,555,570	1.5%



Board Report | 2018 Key Performance Indicators

► VISITS

Both in-branch visits and virtual visits increased. Branches are increasingly used for technology access, programs, study space and community use.



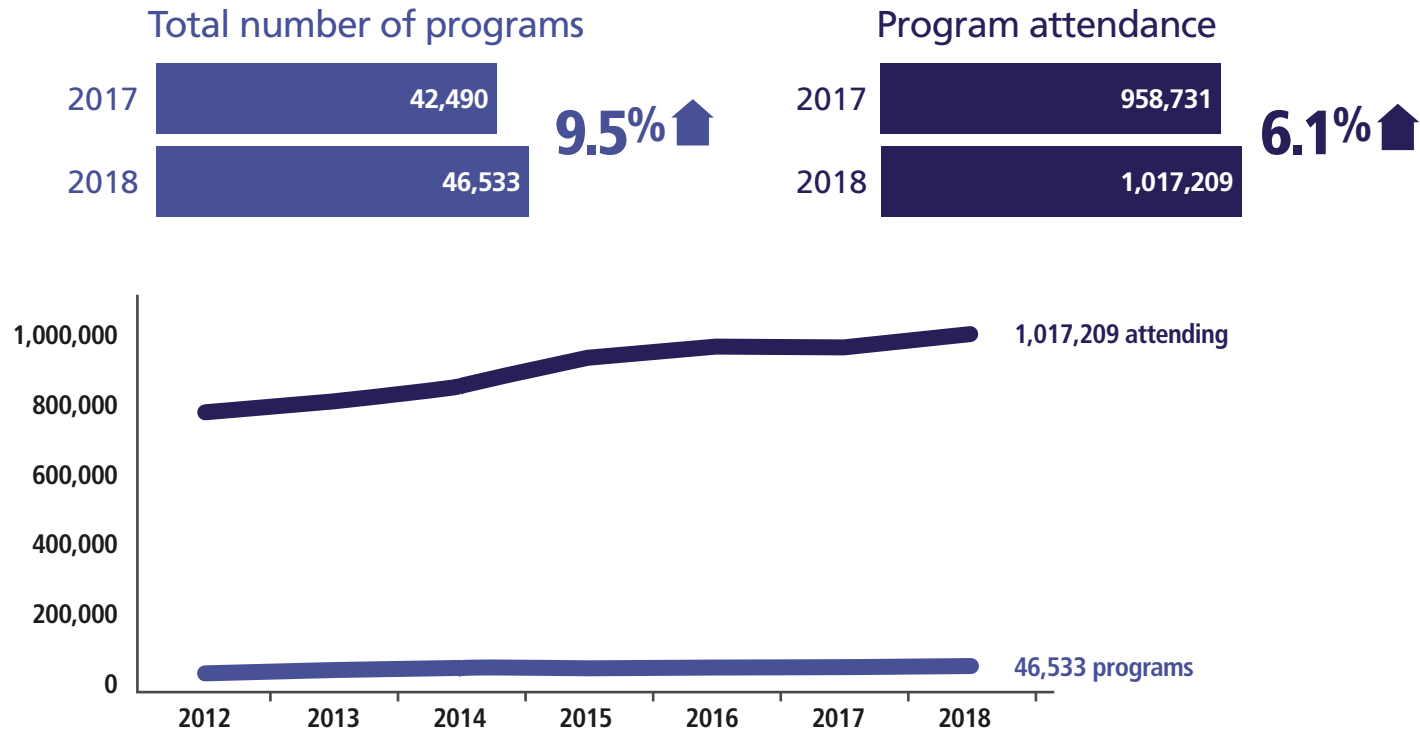
Visits

		2012	2013	2014	2015	2016	2017	2018	% Change 2017-2018
	Virtual visits	25,951,430	26,794,138	29,966,097	31,248,327	32,850,811	27,712,428	29,432,872	6.2%
	In-branch visits	18,872,588	18,485,372	18,335,910	18,153,058	18,232,347	17,370,032	17,577,373	1.2%
	Total	44,824,018	45,279,510	48,302,007	49,401,385	51,083,158	45,082,460	47,010,245	4.3%



► PROGRAMMING

Program attendance surpassed 1 million, the highest attendance reported to date. Teen programs reported the largest increase in offerings (32.8%) and attendance (23.5%), an area advanced by the Library's Strategic Plan and funding from the City's Poverty Reduction Strategy. The increase was driven by three new Youth Hubs.



Programs

		2012	2013	2014	2015	2016	2017	2018	% Change 2017-2018
	Attendance	769,534	808,121	850,086	925,417	962,024	958,731	1,017,209	6.1%
	# of programs	28,075	30,921	33,801	37,080	40,774	42,490	46,533	9.5%

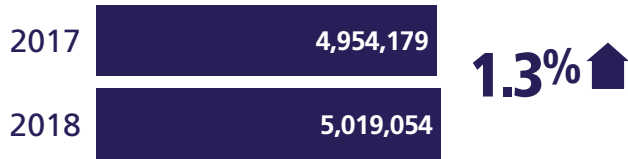


Board Report | 2018 Key Performance Indicators

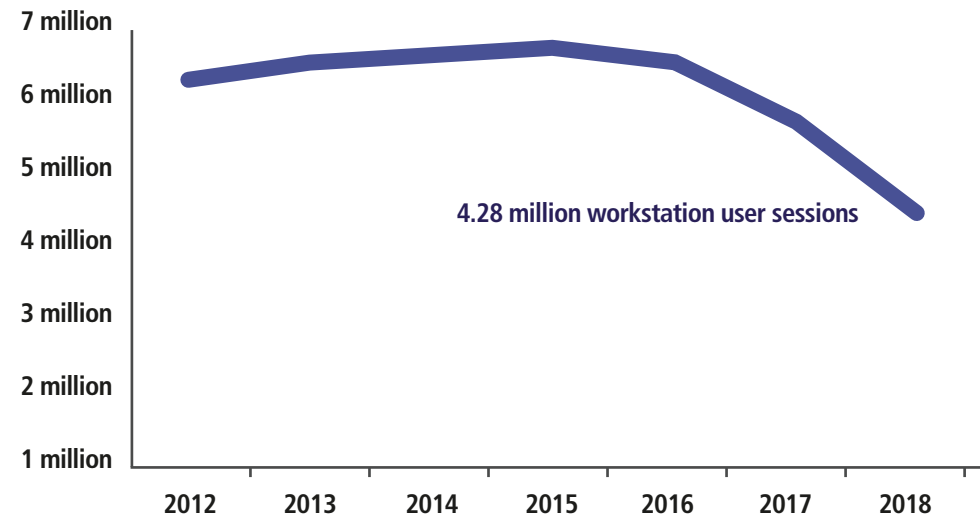
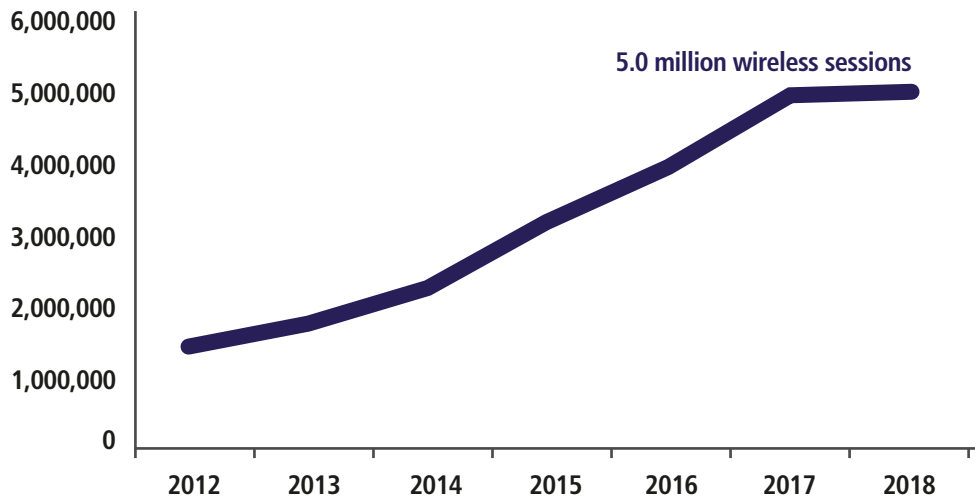
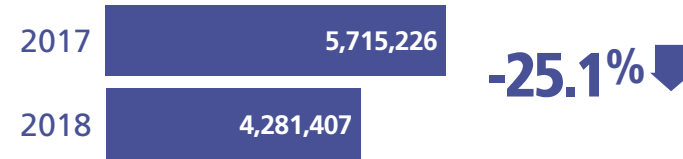
▶ TECHNOLOGY

Wireless use increased. Workstation use fell due to a change in methodology in 2018 that tracks actual sessions, instead of sample quarterly data. This is an artificial drop as demand for computers continues. The Bridge survey of technology use shows that 47% of Toronto respondents accessed technology at the Library that they would not have had access to otherwise.

Wireless sessions



Workstation users sessions



Technology

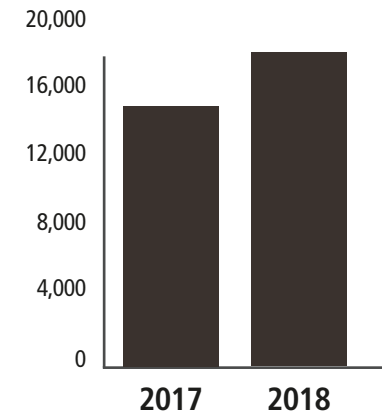
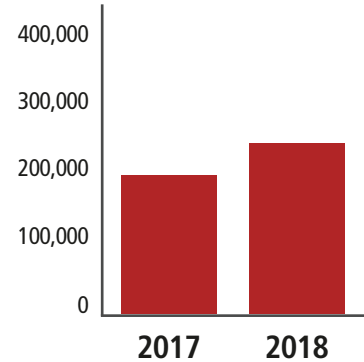
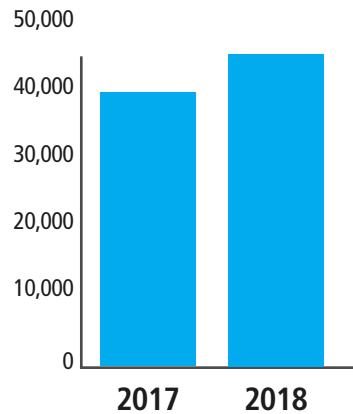
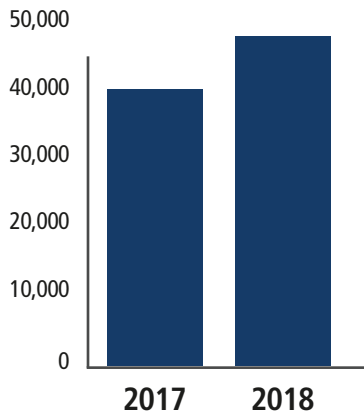
		2012	2013	2014	2015	2016	2017	2018	% Change 2017-2018
	Wireless sessions	1,493,299	1,806,662	2,328,664	3,227,441	3,982,962	4,954,179	5,019,054	1.3%
	Workstation user sessions	6,138,170	6,465,726	6,537,260	6,692,409	6,467,294	5,715,226	4,281,407	-25.1%



Board Report | 2018 Key Performance Indicators

▶ ONLINE ENGAGEMENT & OUTREACH

Use of online engagement channels is expected to increase as more services, including information services, are delivered through TPL’s digital channels.



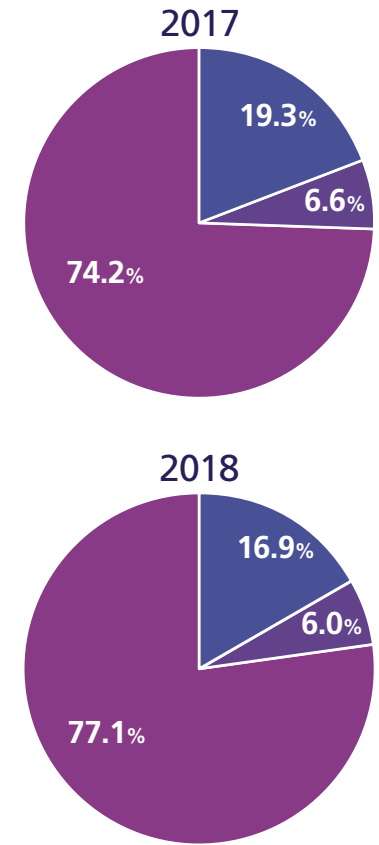
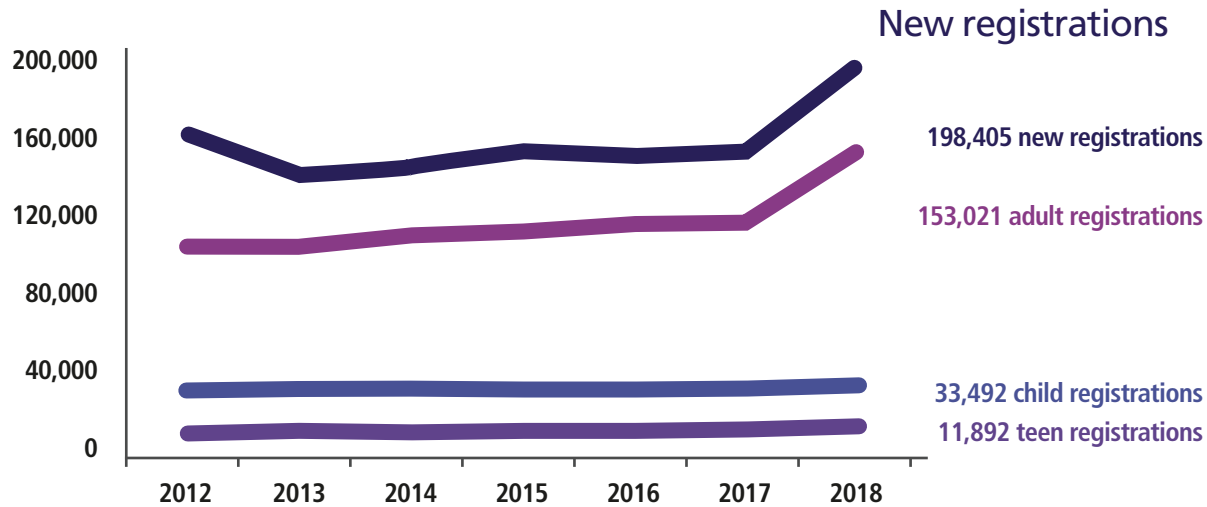
Online engagement & outreach

	Membership	2015	2016	2017	2018	% Change 2017-2018
	Facebook followers	30,958	36,979	41,062	48,443	18.0%
	Twitter followers	32,688	36,444	40,696	46,236	13.6%
	YouTube views	258,008	228,383	206,422	254,536	23.3%
	Enewsletter subscribers	12,350	14,331	15,819	18,462	16.7%

Board Report | 2018 Key Performance Indicators

LIBRARY MEMBERSHIP

New registrations increased 26.3% in 2018, with adult registrations increasing 31.4%. Effective April 2018, changes to registration and membership services reduced barriers to get a library card.



Membership

		2012	2013	2014	2015	2016	2017	2018	% Change 2017-2018
	New registrations	141,310	145,343	153,041	151,417	155,950	157,050	198,405	26.3%
	Child	29,052	31,114	30,358	29,274	29,151	30,247	33,492	10.7%
	Teen	8,254	9,267	9,078	9,661	10,268	10,310	11,892	15.3%
	Adult	104,004	104,962	113,605	112,482	116,531	116,493	153,021	31.4%



April 29, 2019.



2016-2019 Strategic Plan

2018

Performance Measures & Dashboard Visualization

for the Accountability Framework

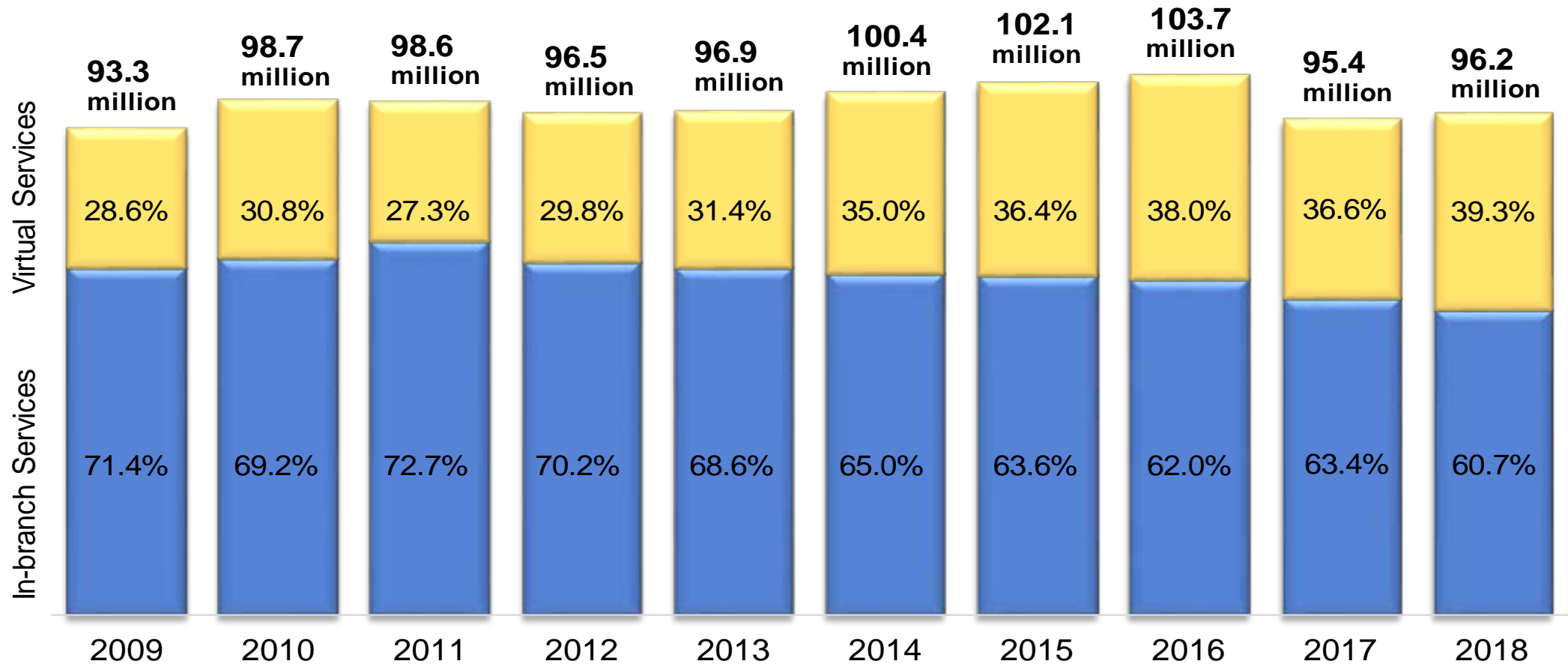
2018 Annual Performance Measures

- 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

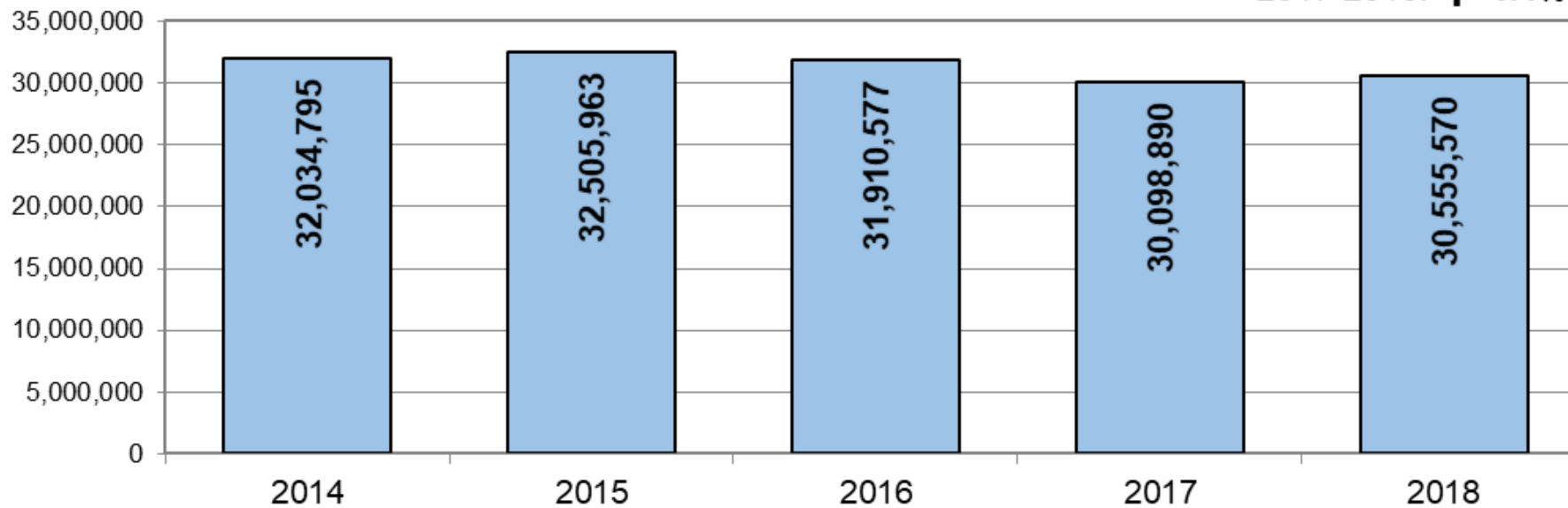
Library Systems	Total Visits	Rank	Total Circulation	Rank	# of Branches	Rank	Population Served	Rank
Toronto Public Library	17,370,032	1	30,098,890	1	100	1	2,731,571	4
New York Public Library	13,670,910	2	23,778,180	2	88	2	3,239,253	3
Los Angeles Public Library	13,145,751	3	20,219,171	3	72	5	4,041,707	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

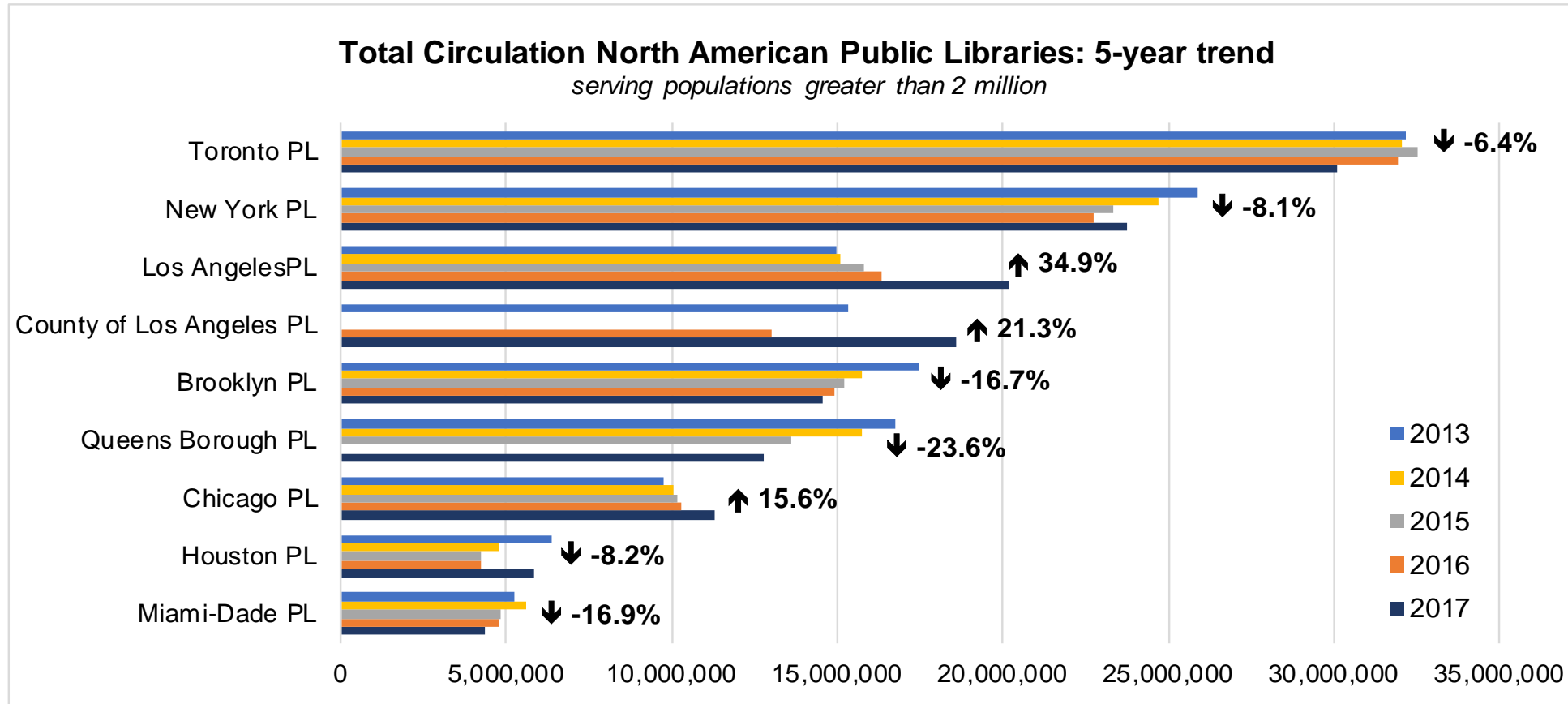
How We Compare: International

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

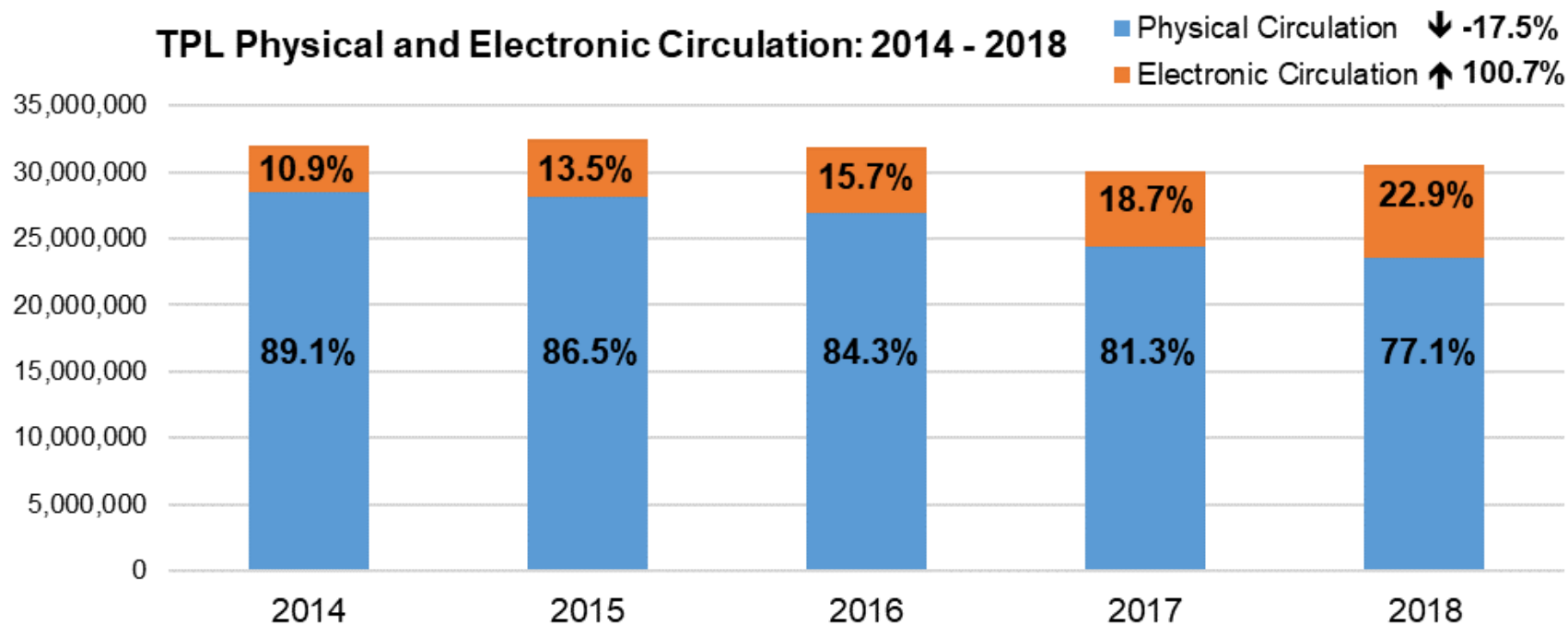
TPL Total Circulation: 2014 - 2018

2014-2018: ↓ -4.6%
2017-2018: ↑ 1.4%



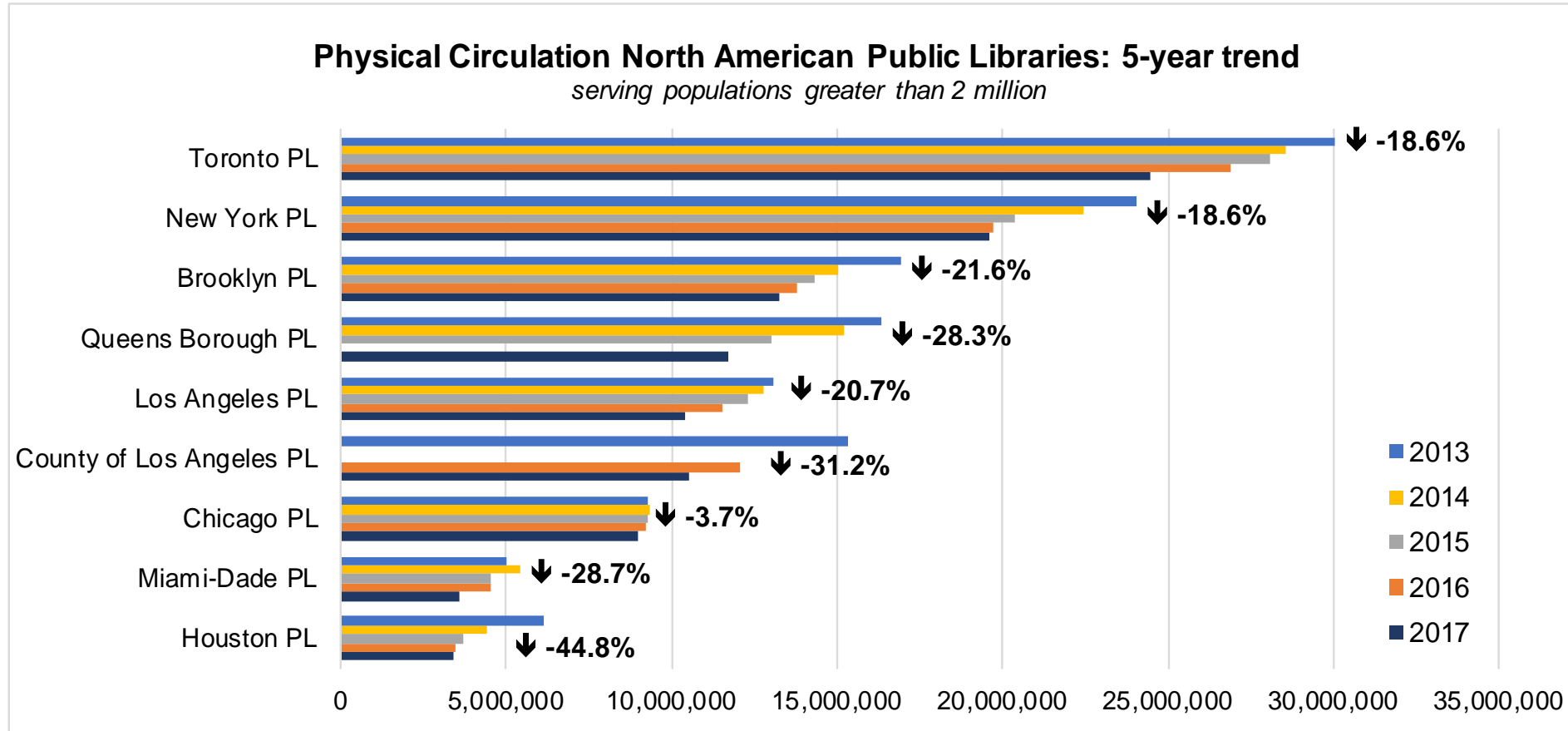


Circulation: Physical and Electronic

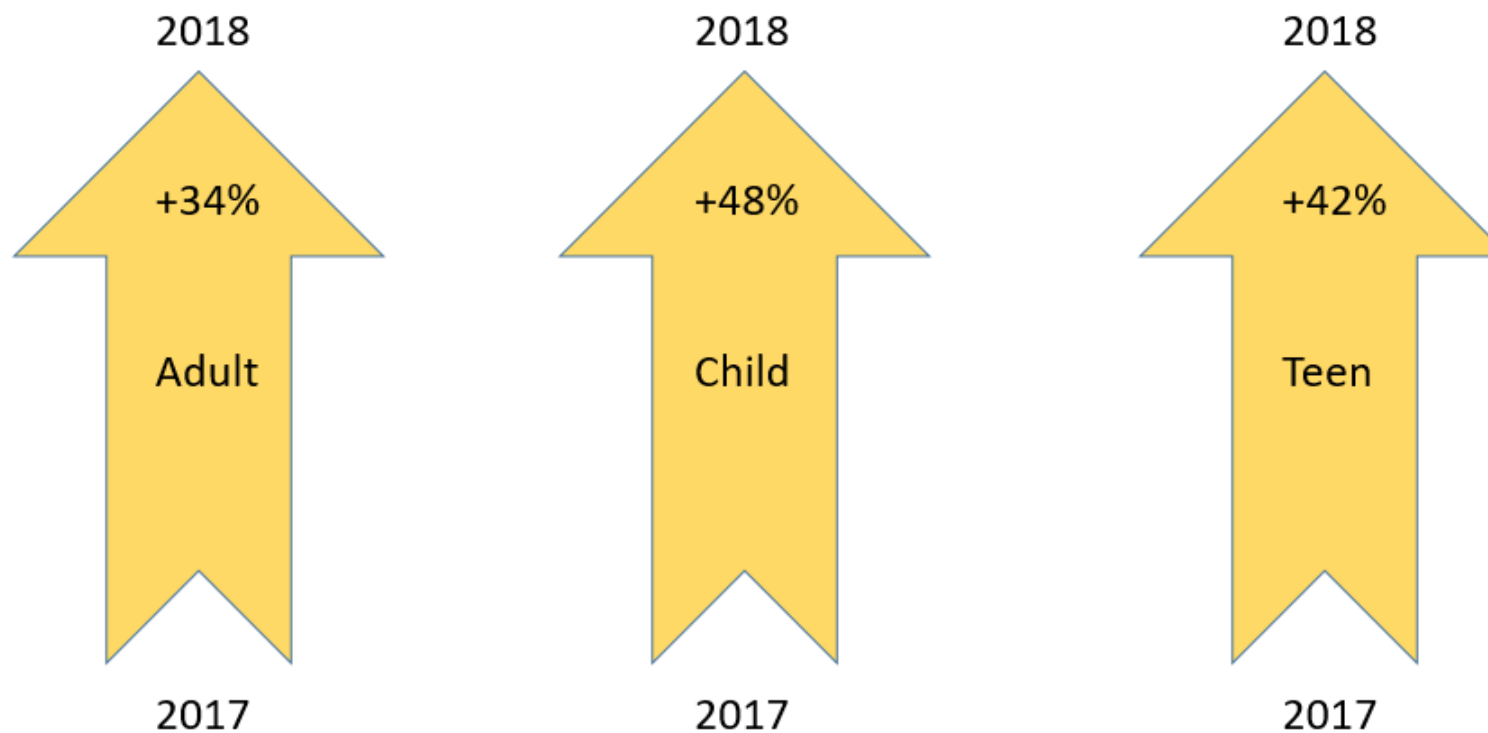


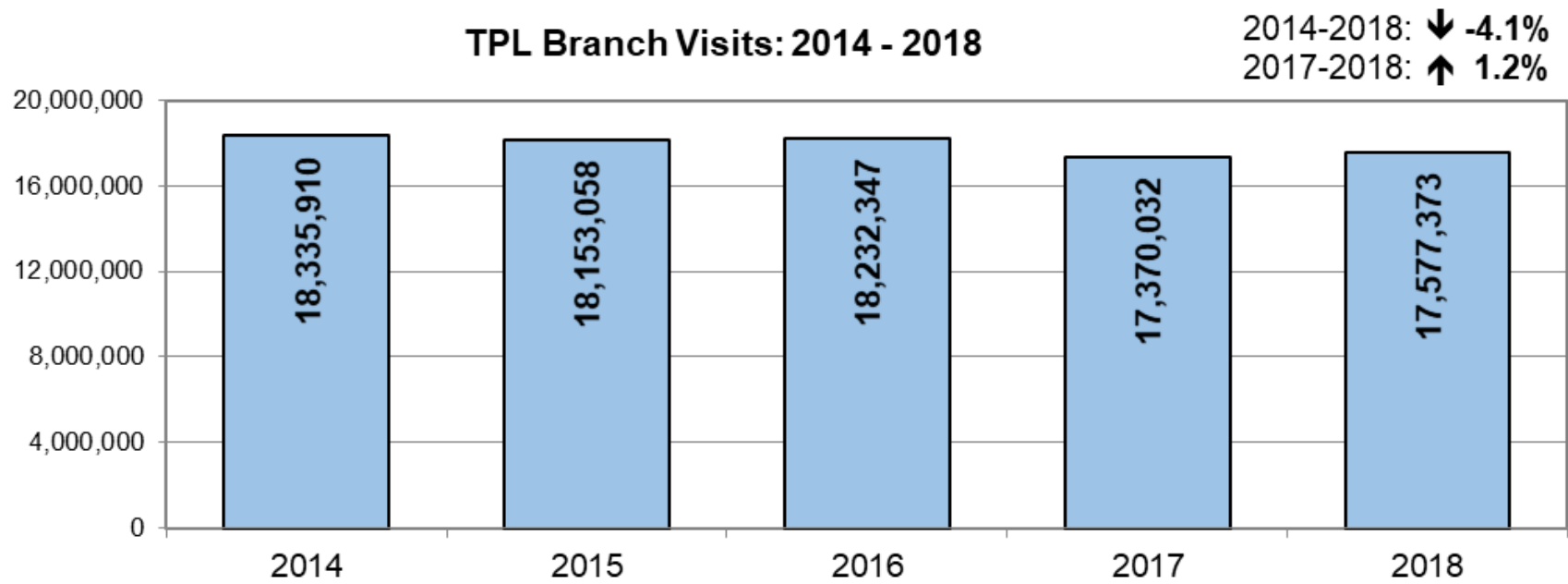
Circulation: Physical and Electronic

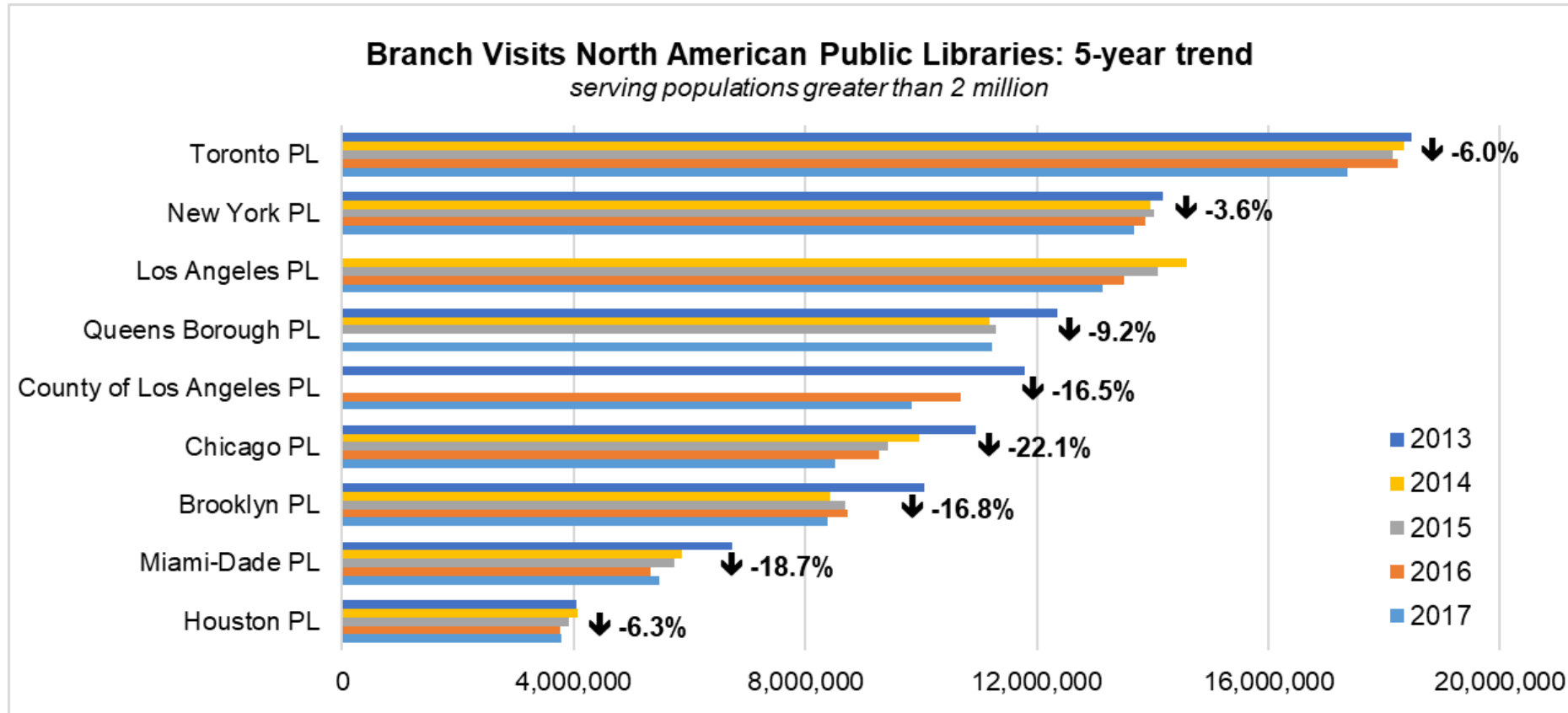
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eAudiobooks Circulation: 2017 – 2018 34.5%



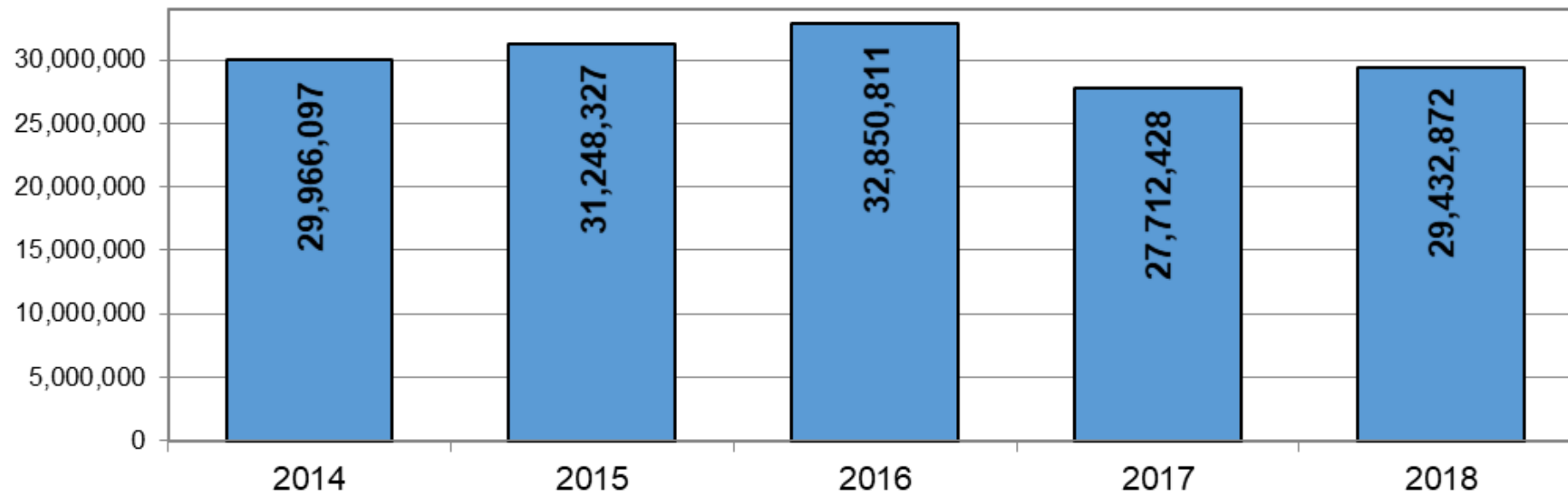


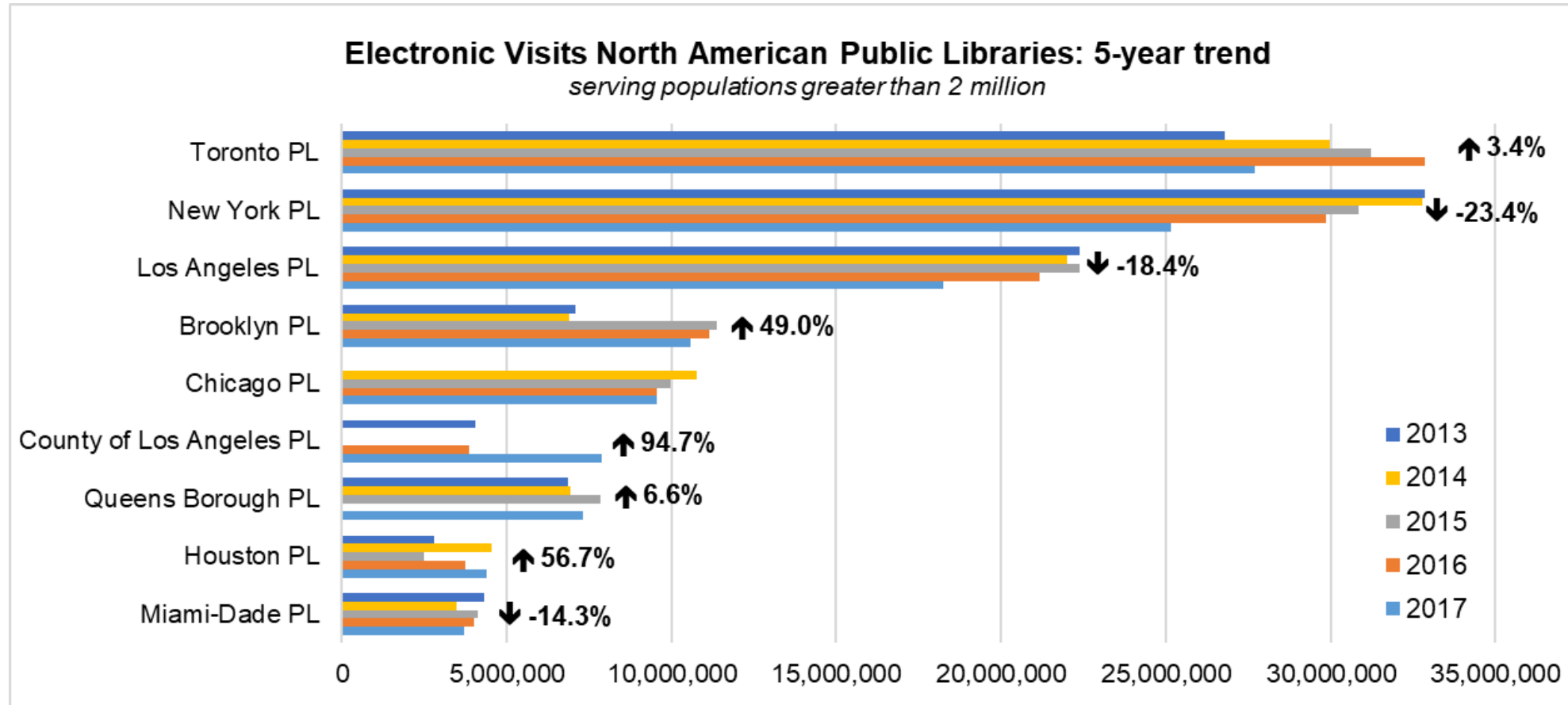


Visits: Virtual or Electronic

TPL Electronic Visits: 2014 - 2018

2014-2018: ↓ -1.8%
2017-2018: ↑ 6.2%

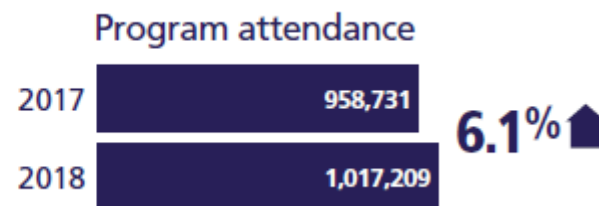
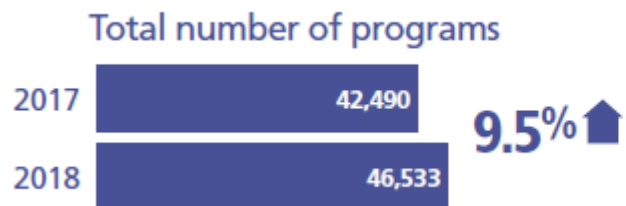
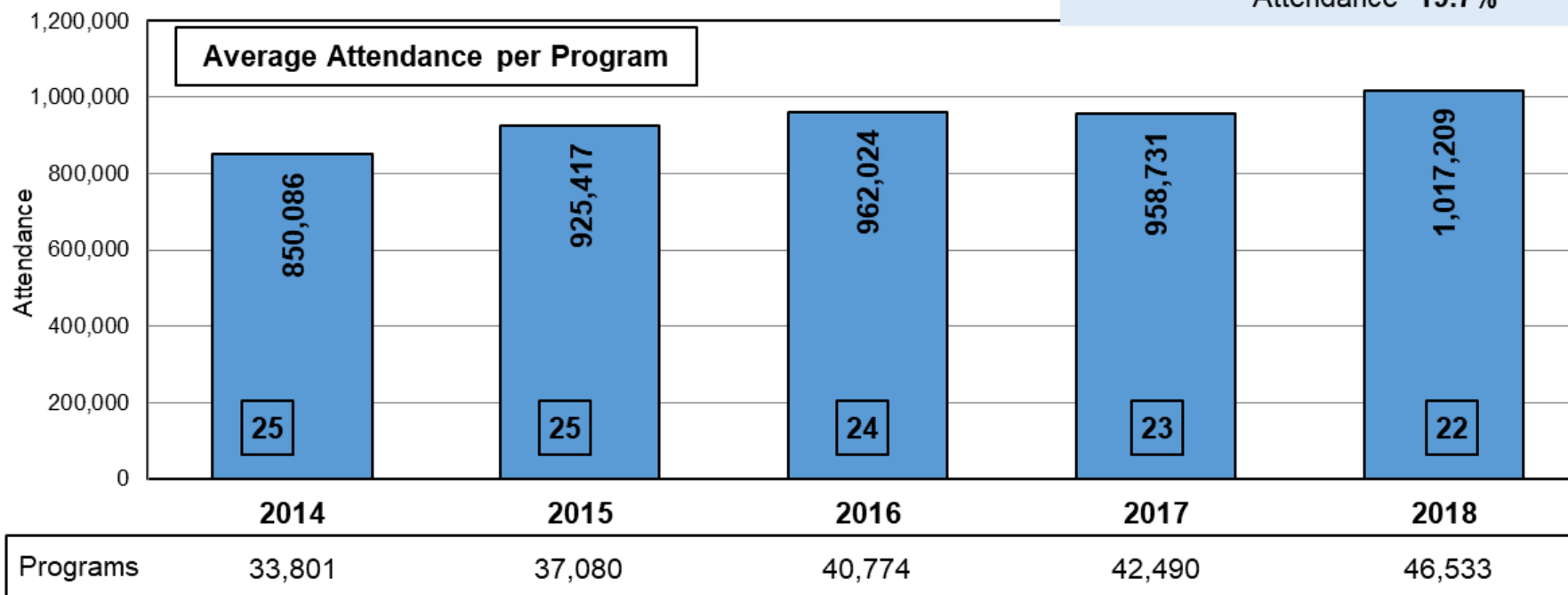


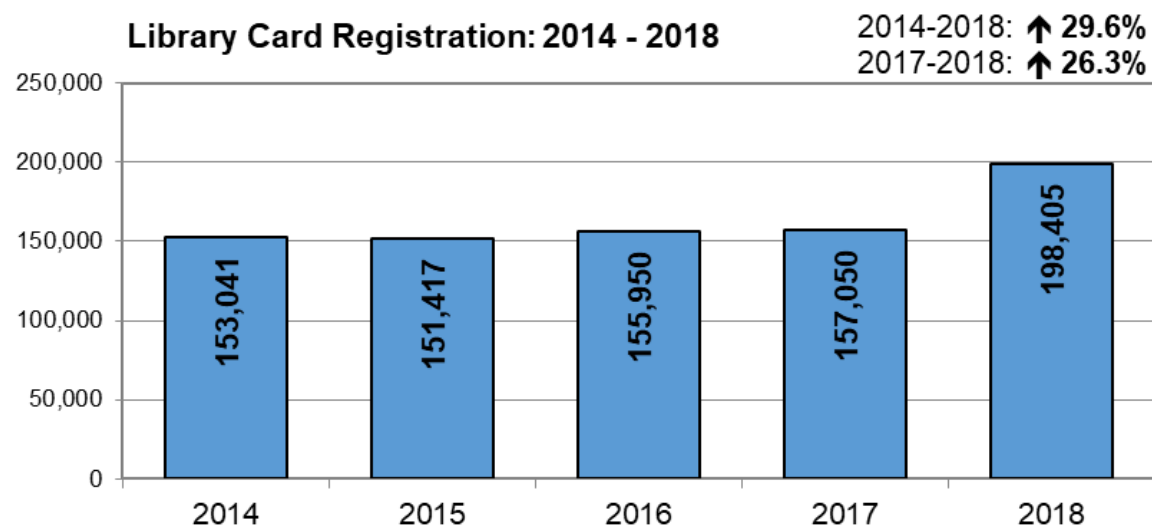


Programs and Attendance

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

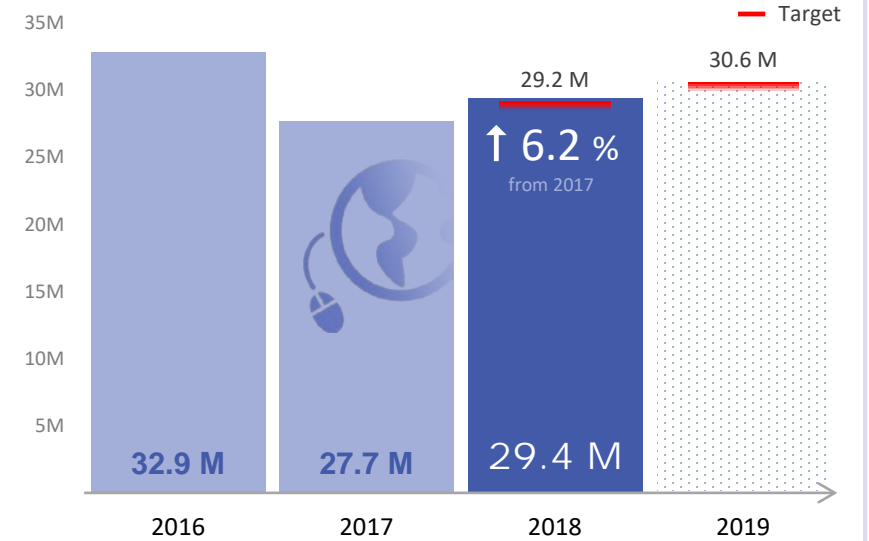
Torontonians have convenient access to a full range of library services through integrated digital platforms, and exceptional customer experiences at their every point of need.

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.

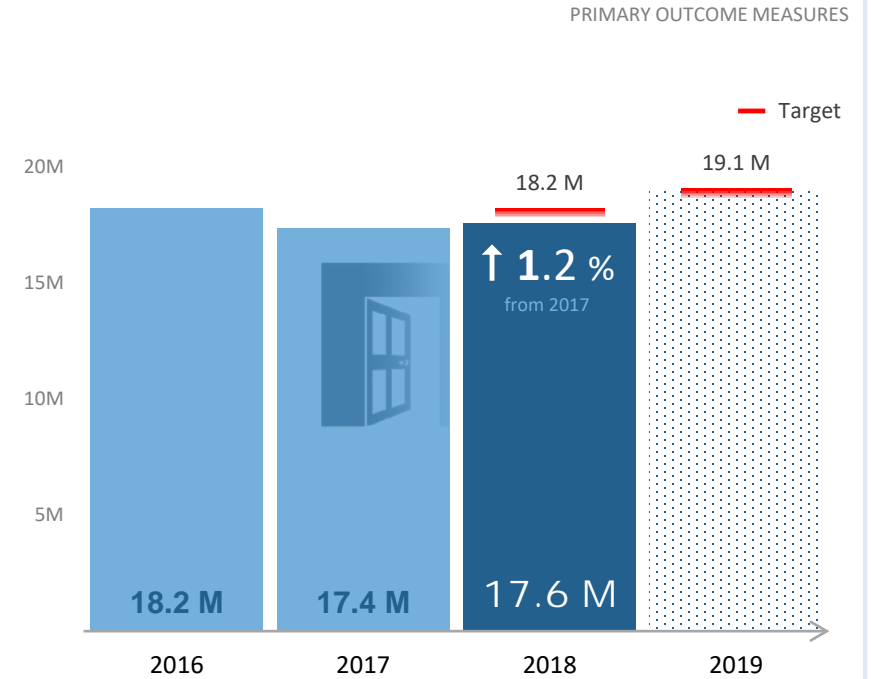
Total Visits

% 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

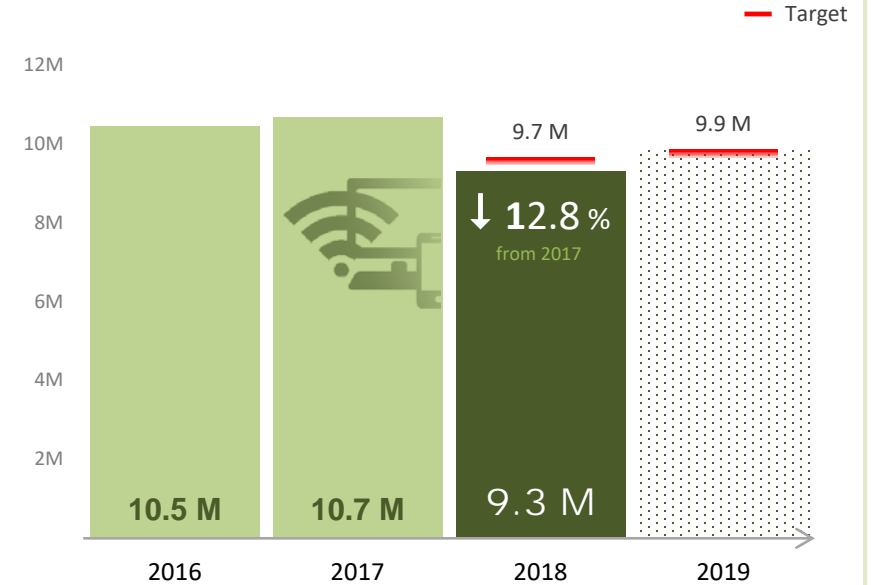
Torontonians have increased access to current and emerging technology, training and expertise to promote digital literacy and inclusion

In-branch use of wireless and workstations

PRIMARY OUTCOME MEASURES

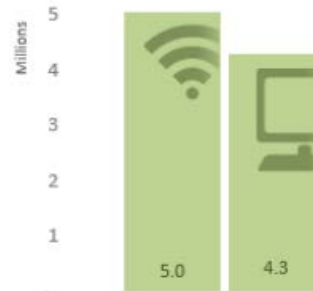
% OF TARGET REACHED IN 2018
96.3 %
 WITHIN TARGET

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

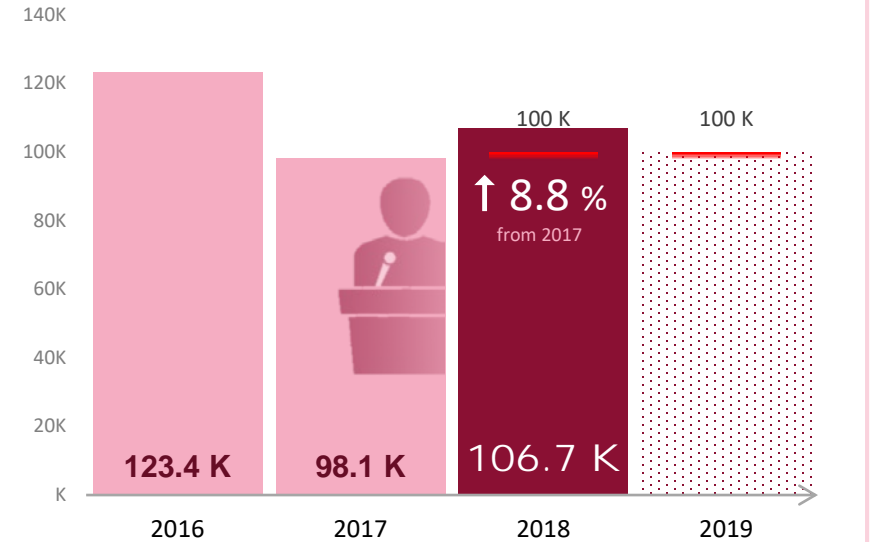
Torontonians have continuous, lifelong and self-directed learning opportunities to develop multiple literacies that support health, education, employment and entrepreneurship, and enhance their quality of life.

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

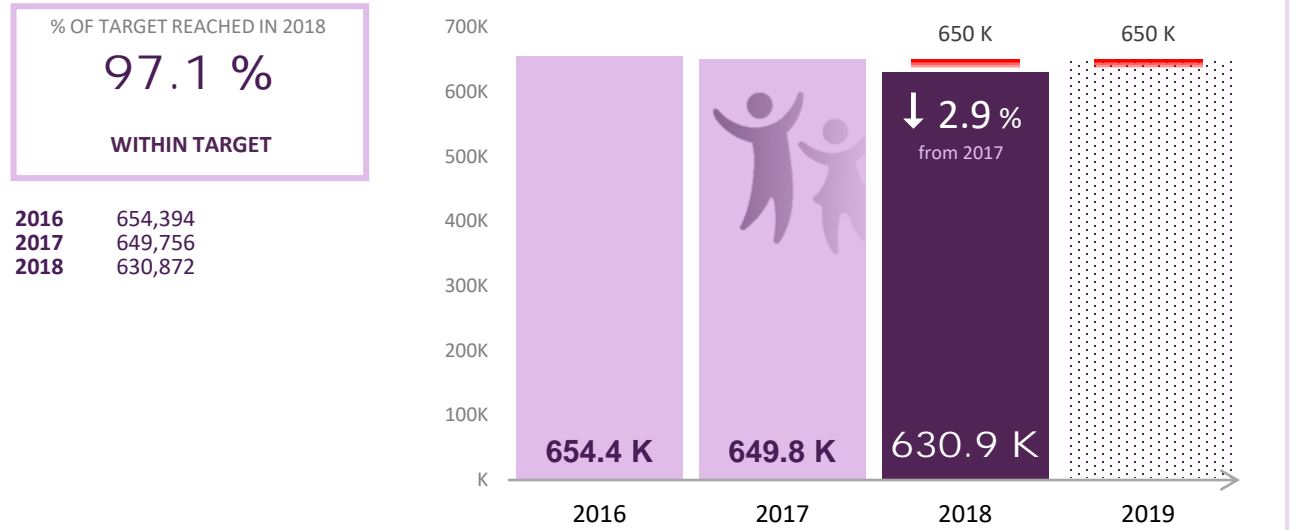
- Launched "On Civil Society" a program series that explores complex issues through the lenses of democracy, the media, wellness, urbanism, equality, security and more
- Continued to implement TPL's Indigenous Strategies (e.g., Incorporating indigenous content into TPL Programming and building up Indigenous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



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

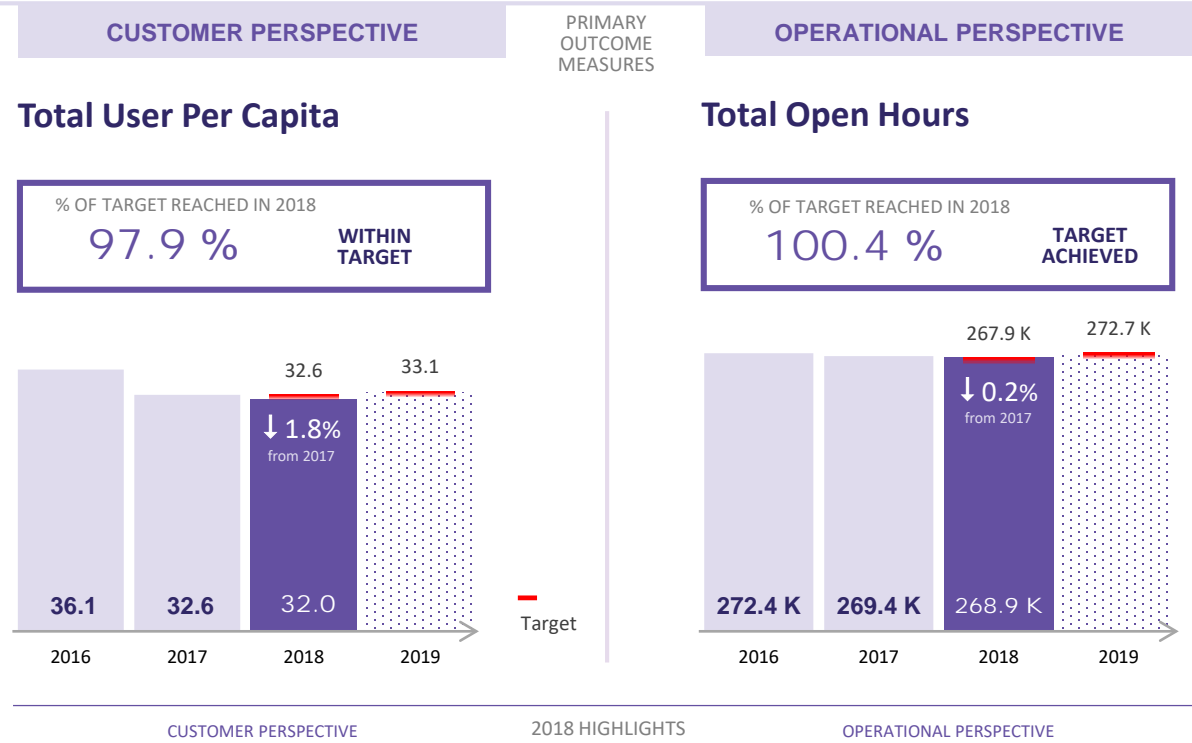
SAMPLE ACTIVITIES

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
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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

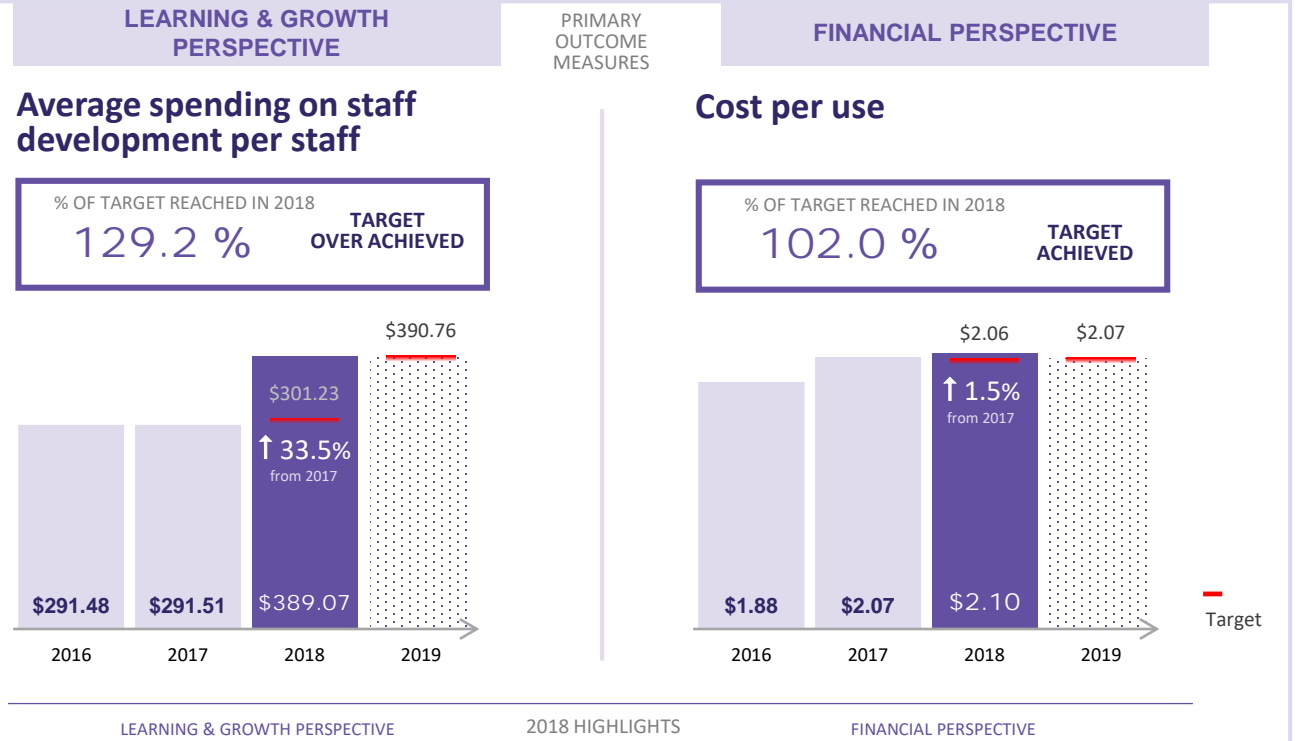
SAMPLE ACTIVITIES

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



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.

