TORONTO PUBLIC LIBRARY

**STAFF REPORT
INFORMATION ONLY**

15.

2015 Annual Performance Measures and Benchmarking

Date:	April 25, 2016
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

This report presents Toronto Public Library's (TPL) 2015 annual performance measures and benchmarking results from North American, Canadian and Ontario public libraries.

2015 was a landmark year. TPL opened its 100th branch, Scarborough Civic Centre, and had its busiest year of the last ten years. The 2015 results reflect the Library's strategic focus on digital and technology-based services, as well as literary and information-based programs for all ages. Significant trends include:

- Toronto Public Library was the world leader in electronic content usage, including OverDrive and Hoopla with a 26.0% increase in electronic circulation in 2015.
- Virtual visits surpassed 31 million.
- Branches reported the highest number of workstation user sessions since 2001.
- Wireless sessions increased 38.6%.

In 2014, the latest year available for comparative data, TPL ranked first in North America in circulation and 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 is in agreement with it.

ALIGNMENT WITH THE STRATEGIC PLAN

The year 2016 is the first of the Library's new strategic plan. The outlook for key performance indicators for 2016 and beyond reflects changing patterns of use and the Library's strategic direction.

ISSUE BACKGROUND

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

IMPLEMENTATION POINTS

Library staff will release data sets included in the report under the criteria in the Board's *Open Data Policy*.

COMMENTS

Toronto Public Library's *2015 Performance Ranking and Key Performance Indicators* are highlighted in Attachment 1 and summarized below with trends and influencing factors. Activity by branch is summarized in Attachment 2, *Branch Summary Statistics: January to December 2015*.

Benchmarking Ranking 2014

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 2014.

North America (Libraries serving a population over 2 million) (Attachment 3)

- Highest overall visits and circulation per capita when compared to other large urban systems, and the greatest number of branches and highest square footage of library space per capita.

Canadian (Libraries serving a population of over 500,000) (Attachment 4)

- Highest overall visits and circulation and ranked second in visits per capita and sixth in circulation per capita, while offering the second highest square footage of library space per capita.

Ontario Municipal Benchmarking Initiative

Toronto Public Library has participated in the Ontario Municipal Benchmarking Initiative (OMBI) for ten years. In 2014, TPL ranked first in library use per capita, and sixth in cost per use, out of the eight 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 2014 cost per use ($1.98) decreased from 2013 ($2.04).

Total Use: 102,101,948 (⇧ 1.7%)

Five year result: ⇧ 3.5%

Ten year result ⇧ 12.6%

Outlook:
- Overall branch use will increase as Sunday hours are expanded, use of in-branch technology and wireless increases and more information, cultural and literary programs are offered in response to demand.
- Virtual visits will increase as more services are available through the Library's online and social media channels, including electronic content, learning tools, and information services with increased opportunity for user engagement.
- More programs will be delivered in branch and in community locations through Pop-Up Learning Labs, outreach and kiosk locations.
- In-library use of materials and information requests will decline.

2015 Influencing Factors:
- The increase in overall use was driven by virtual visits, electronic circulation, wireless use, and programming increases.
- In-library use of materials declined as more content is delivered electronically and through the Library's information programs.
- New registrations declined slightly from the previous year.

Performance Measures

Measure	2015	2014	2014-2015 % Change	2011-2015 % Change	2006-2015 % Change
Visits	18,153,058	18,335,910	-1.0%	-4.8%	6.0%
Total Circulation	32,505,963	32,034,795	1.5%	-2.2%	6.9%
In-library Use of materials	5,892,962	6,631,255	-11.1%	-24.4%	-28.7%
Information Requests	7,112,665	7,092,634	0.3%	-7.8%	-5.4%
Program Attendance	925,417	850,086	8.9%	6.9%	44.7%
Programs Offered	37,080	33,801	9.7%	16.6%	53.7%
New Registrations	151,417	153,041	-1.1%	-7.4%	-9.4%
Workstation User Sessions	6,692,409	6,537,260	2.4%	9.0%[5]	28.6%
Wireless Sessions	3,227,441	2,328,664	38.6%	116.1%[5]	n/a
Electronic Circulation[1]	4,395,657	3,488,252	26.0%	740.0%	28538.1%
Virtual Visits[2]	31,248,327	29,966,097	4.3%	33.5%	46.1%
Website Searches[3]	22,058,281	25,370,455	-13.1%	22.4%	4.0%
Total Uses[4]	102,101,948	100,398,161	1.7%	3.5%	12.6%

[1] Electronic circulation includes e-books, e-magazines, e-music, e-video and is included in total circulation.

[2] Virtual visits includes visits to the TPL main site and specialized sites e.g. TD Summer Reading Club, KidsSpace; and electronic content sites including e-titles, licensed databases and the library's online social media channels.

[3] Website searches includes searches of the TPL main site, and specialized sites, including e-titles and licensed databases.

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

[5] Workstation user sessions and wireless sessions represent a % change from 2012-2015.

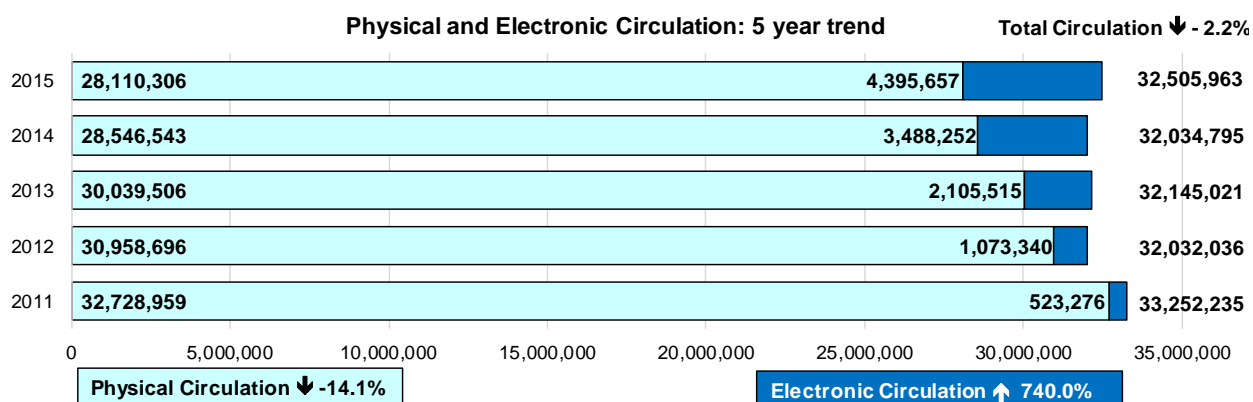**Total Circulation: 32,505,963 (⇧ 1.5%)**

Five year result: ⇩ 2.2%

Ten year result: ⇧ 6.9%

Outlook:
- Circulation of physical materials will remain relatively stable with increased use of e-books and e-magazines.
- Changes to the Circulation and Collection Use Policy to be phased in during the fourth quarter of 2016, including lower fines for children and young adults will support increased membership and use over 2016/17.

2015 Influencing Factors:
- The increase in circulation was driven by the increased availability of and use of electronic content.
- The decline in physical circulation is attributed to the drop in multilingual materials use, as newcomers and established groups are moving to the 905; more multilingual material is available online and, the limited availability of materials in languages of recent newcomers.

Physical and Electronic Circulation: 5 year trend   Total Circulation ⬇ - 2.2%

Year	Physical Circulation	Electronic Circulation	Total Circulation
2015	28,110,306	4,395,657	32,505,963
2014	28,546,543	3,488,252	32,034,795
2013	30,039,506	2,105,515	32,145,021
2012	30,958,696	1,073,340	32,032,036
2011	32,728,959	523,276	33,252,235

Physical Circulation ⬇ -14.1%   Electronic Circulation ⬆ 740.0%

Physical and Electronic Circulation: 5 year trend

Year	Physical Circulation	Electronic Circulation	Total Circulation
2011	32,728,959	523,276	33,252,235
2012	30,958,696	1,073,340	32,032,036
2013	30,039,506	2,105,515	32,145,021
2014	28,546,543	3,488,252	32,034,795
2015	28,110,306	4,395,657	32,505,963
Percentage change 2011 to 2015	**-14.1%**	**740.0%**	**-2.2%**

Physical Circulation

- Physical circulation has declined since 2011, primarily due to the 44.1% drop in the use of multilingual materials. In 2015, use declined by 1.5%, less than in the three previous years and English circulation stabilized.

Electronic Circulation

- Circulation of e-books, e-audiobooks, e-magazines, e-videos and e-music represented 13.5% of total circulation, an increase from 1.6% in 2011, reflecting the Library's strategic priority to increase the range of formats and number of titles available in electronic format.
- In 2015 total use increased by 26.0%, with e-audiobook use up 44.7%. Adult use continues to dominate, but children's (54.0%) and teen (30.0%) is growing due to increased availability and improved content.

Circulation by Format (Physical)

- Print circulation stabilized after four years of decline, with children's English print increasing by 1.1%
- Since 2011, DVD circulation has decreased by 7.5% due to the drop in multilingual and children's DVD use, 58.6% and 21.0% respectively. In 2015, the use of adult English DVDs increased by 1.4%, but children's and multilingual DVD use continued to fall. This reflects the impact of streaming video services like the Library's hoopla and the commercial Netflix and Hulu, as well as specialized multilingual resources.

Circulation by Reading Level (Physical)

- The use of material in all intellectual levels has declined in the past five years because of the drop in multilingual materials. However, in 2015, this trend has flattened due to the use of adult and children's English materials stabilizing. Use of teen materials continues to fall (-7.1%) reflecting the continuing move to online resources for curriculum support and competition for this age group's recreational time.

Circulation by Language Group (Physical)

- In 2015, use of English materials stabilized. French circulation went up 3.9%, with children's materials up 5.4% as new collections were opened in response to demand.
- Multilingual materials' circulation continues to decline, down 44.1% since 2011 and 12.6% in 2015. The top ten languages, primarily Asian and Southeast Asian, account for 90.1% of the drop. DVDs, the main driver of circulation for many languages is the format most affected. Reasons for this include: changing demographics – newcomers are settling in the GTA and older groups, e.g. Chinese and East Indian, are moving to the GTA; the fact that many new immigrants speak English, e.g. those from the Philippines and India, the first and second largest immigrant groups in 2015; the availability of specialized streaming video services; the difficulty of sourcing language materials for newer immigrants, e.g. Afghanis and Kurds.

Visits: 18,153,058 (⇓ 1.0%)

Five year result: ⇓ 4.8%

Ten year result: ⇑ 6.0%

Outlook:
- Branch visits are expected to increase driven by expanded open hours on Sundays, new service offerings, including the expansion of Digital Innovation Hubs, improved technology access and the growing demand for public space for community use and events.

2015 Influencing Factors:
- While overall visits to library branches decreased slightly, branches continue to be vibrant community hubs.
- An increased number of program and events contributed to branch visits at research and reference and neighbourhood libraries.
- As electronic circulation increases, there is a slight offset in branch visits as more transactions move online.

Visits by Day of the Week
- Overall branch activity is highest on Tuesday, on a per hour basis activity is highest on Sunday. Average hourly circulation is highest on Sunday and Saturday.

Visits by age
- Youth and young adults represent the largest group of branch users throughout the day, highlighting the importance of study space, technology access and afterschool programs and services, areas advanced in the Library's 2016-2019 Strategic Plan and funding from the City's Poverty Reduction Strategy.

Customer Age Group Distribution compared to Toronto Population

	0 to 4	5 to 9	10 to 14	15 to 19	20 to 34	35 to 54	55 to 74	75+
TPL Age Distribution (Avg. May and Nov. **2014**)	3.7%	5.2%	6.0%	9.8%	31.5%	27.2%	14.0%	2.5%
TPL Age Distribution (Avg. May and Nov. **2015**)	3.7%	5.1%	6.1%	10.3%	31.2%	26.4%	14.6%	2.6%
Population Age Distribution (Census 2011)	5.4%	4.9%	5.1%	5.7%	22.8%	30.0%	18.8%	7.2%

- Youth ages 15 to 19 comprise 5.7% of Toronto's population, but accounted for 10.3% of overall library visitors in 2015, up from 9.8% in 2014. Teen registrations for library cards increased 6.4% in 2015. Attendance at teen programs also reported an increase of 6.6%.
- Young adults ages 20 to 34 represent 22.8% of the City's population, but in 2015 accounted for 31.2% of overall library visitors. The overall proportion of library visitors for this age group remains stable when compared to 2014, and accounts for the largest group of visitors, including students, job seekers and young parents.

Virtual Visits: 31,248,327 (⇧ 4.3%)

Five year result: ⇧ 33.5%

Ten year result: ⇧ 46.1%

Outlook:
- Virtual visits are expected to increase. The Library's Strategic Plan 2016-2019 will advance new digital service options.

2015 Influencing Factors:
- In 2015, the 4.3% increase in virtual visits was related to users accessing e-book content, blogs and social media.
- Website visits from mobile devices continue to increase. In 2015, nearly one in three visits took place on a phone or tablet.

TPL Website: % Mobile Visits
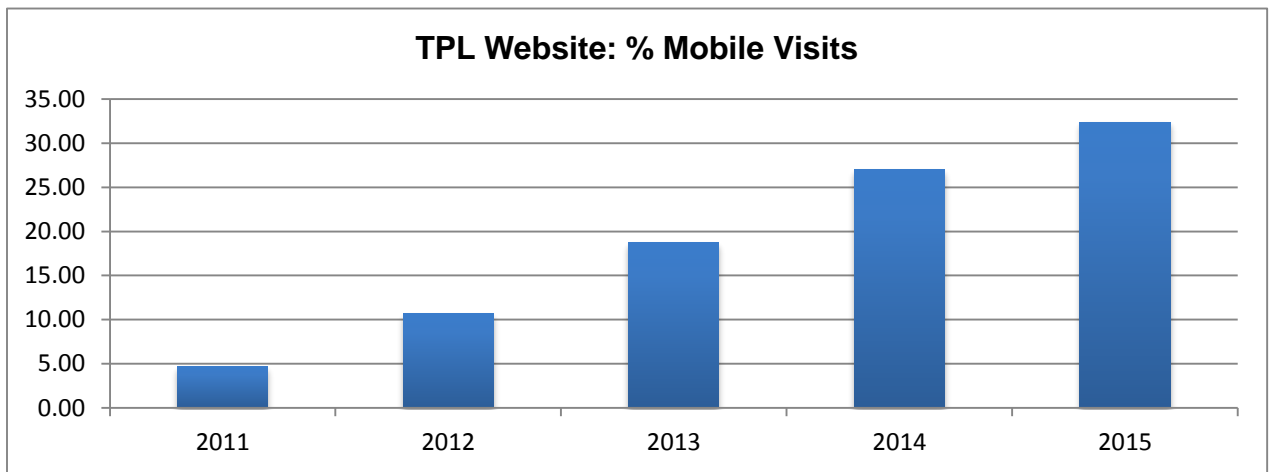
Percentage of Mobile Visits to TPL Websites: 5 year trend

Year	Percentage of mobile visits
2011	4.7%
2012	11.0%
2013	18.7%
2014	27.0%
2015	32.4%

Online Engagement and Outreach
- Use of online engagement channels, including social media is expected to increase as more services are delivered, including information services through the digital channels with expanded opportunities for user engagement.

Programs: 37,080 (⇧ 9.7%) attendance 925,417 (⇧ 8.9%)

Five year result: offerings ⇧ 16.6% attendance ⇧ 6.9%

Ten year result: offerings ⇧ 53.7% attendance ⇧ 44.7%

Outlook:
- Expanding access to afterschool, literary and cultural programs is a strategic focus for the Library. The number of programs offered and attendance is anticipated to increase.
- In response to increasing demand, the number of Digital Innovation Hubs offering creative technology will increase and Pop-Up Learning Labs will take technology programs to new communities.
- New and expanded partnerships will enrich program offerings in areas identified in the 2016 to 2019 Strategic Plan.

2015 Influencing Factors:
- Increases in programming attendance and the number of programs delivered were driven by the increased popularity of TPL's literary and cultural programming; increases in children's programs delivered; and new technology, innovation and education programs offered.
- The number of programs offered in-branch and at community locations increased 9.7%. 87.2% of programs were offered at branches and 12.8% were offered offsite in the community.
- Co-sponsored programs enable TPL to engage with community partners to address service priorities and community needs efficiently. There were 9,309 cosponsored programs with an attendance of 234,309, representing 25.1% and 25.3% of total programs and attendance respectively. ESL programs run by school boards and other community agencies accounted for 23.7% of cosponsored programs and contributed to 34.4% of all cosponsored attendance.
- The majority of programs offered were literary (43.2%), followed by cultural (23.4%) and information and current issues (15.9%).
- The majority of children's programs, 63.6%, were literary focusing on stories and reading. Registration for the TD Summer Reading Club, which supports a love of reading and addresses summer reading loss, increased 9.6%.
- Program attendance at The Bram and Bluma Appel Salon, established as a premier literary and cultural destination for the city, grew substantially, 28.8%. Program offerings increased 22.0%; guests in 2015 included Margaret Atwood, Janet Evanovich, Jonathan Franzen, Ben Heppner, Chris Hadfield, Lawrence Hill, John Irving, Kathy Reichs and Salman Rushdie. In 2015, 19,435 customers attended 50 Appel Salon programs. In 2014, 41 programs drew 15,084 attendees.
- Programs offered through the three Digital Innovation Hubs are popular. Currently there is insufficient capacity to meet the demand for 3D Certification and other programs.

2015 Programs by Type

2015 Number of Programs by Type
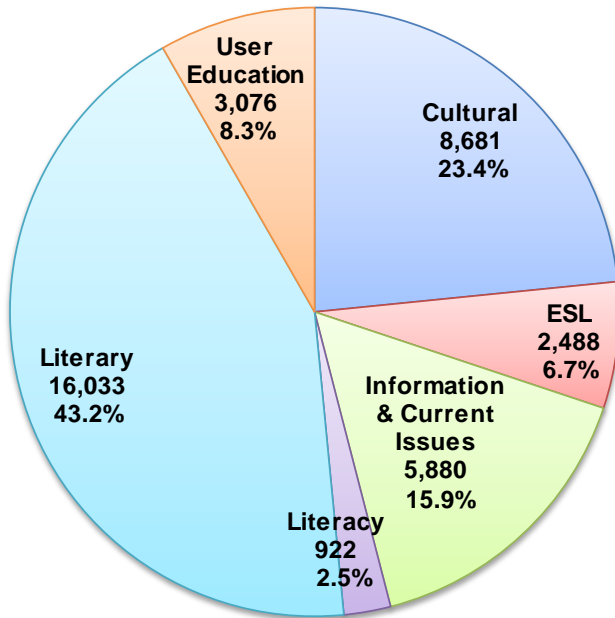
2015 Program Attendance by Type
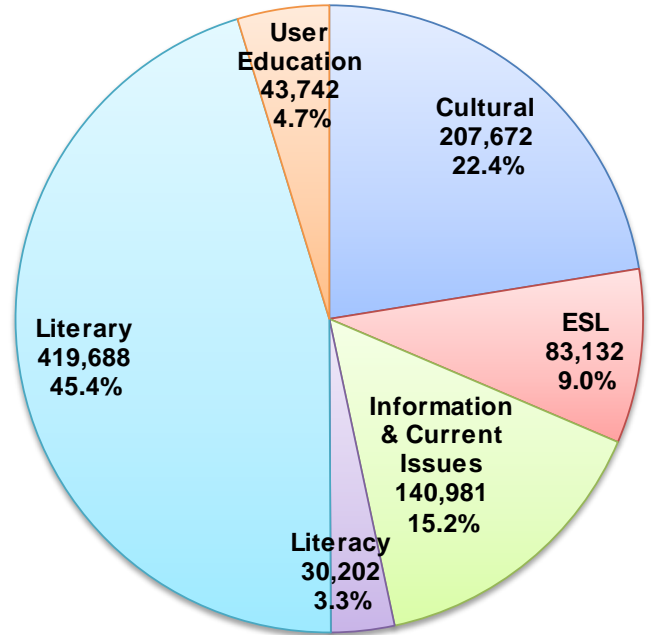
2015 Programs and Attendance by Program Type

Program Type	Programs	Attendance	% of Programs	% of Attendance
Cultural	8,681	207,672	23.4%	22.4%
ESL	2,488	83,132	6.7%	9.0%
Information & Current Issues	5,880	140,981	15.9%	15.2%
Literacy	922	30,202	2.5%	3.3%
Literary	16,033	419,688	43.2%	45.4%
User Education	3,076	43,742	8.3%	4.7%
Total	**37,080**	**925,417**	**100.0%**	**100.0%**

Workstation and Wireless Use: workstation use 6,692,409 (⇧ 2.4%) wireless use 3,227,441 (⇧ 38.6%)

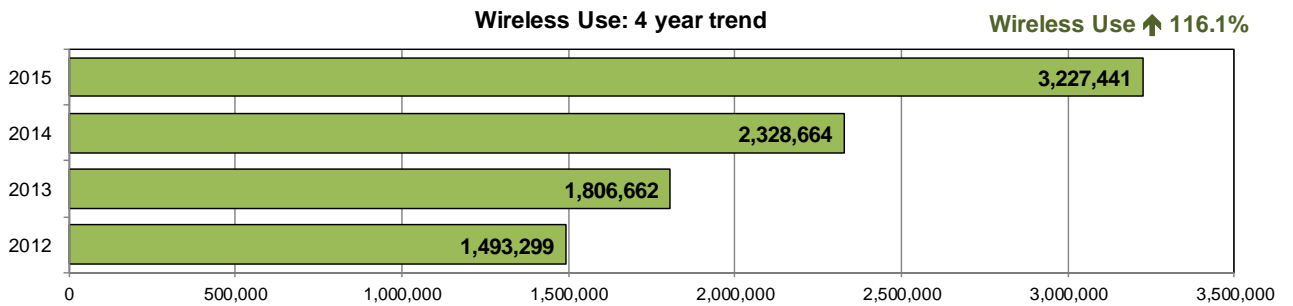**Four year result: workstation use ⇧ 9.0% wireless ⇧ 116.1%**

Ten year result: workstation use ⇧ 28.6% wireless n/a

Outlook:
- Access to technology in library branches and community locations will continue to be a key driver of library use.
- There is increasing demand for workstations and current software to meet the needs of families and residents with low or limited incomes.

2015 Influencing Factors:
- Increased use of workstations and wireless reflects the Library's role in addressing the digital divide. Participating in school, work, lifelong learning or accessing information and services requires a computer with current software, and bandwidth to support multimedia content.
- The high cost of bandwidth and data plans on cell phones create demand for wireless service among all ages, but especially youth and young adults.
- There is demand for scanning and printing for school, work and access to government services as people migrate from desktop computers to mobile devices.

Wireless Use: 4 year trend   **Wireless Use ↑ 116.1%**

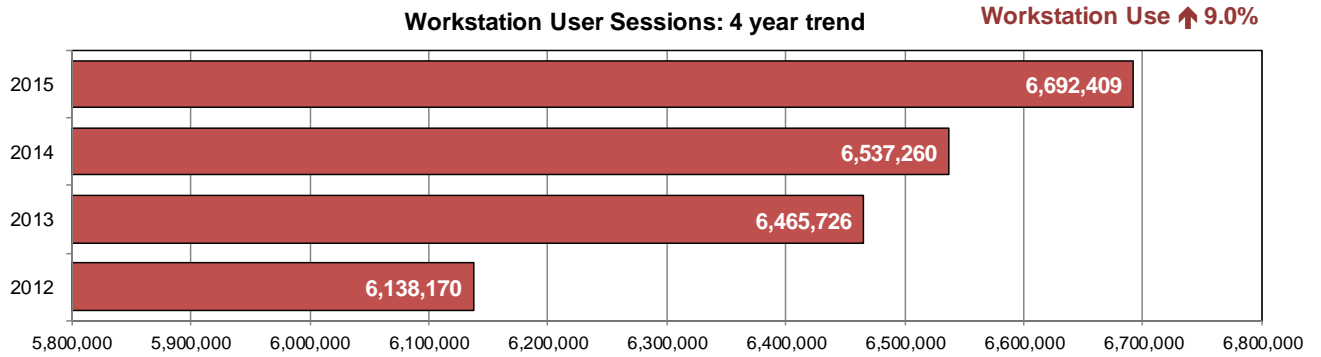| Year	Wireless Sessions
2015	3,227,441
2014	2,328,664
2013	1,806,662
2012	1,493,299

2011 wireless data is inflated due to the inclusion of passive connections. Passive connections are not user instigated and occur when mobile devices are set to automatically connect to known wireless networks.

Wireless Sessions: 4 year trend

Year	Wireless Sessions
2012	1,493,299
2013	1,806,662
2014	2,328,664
2015	3,227,441
% change 2012 to 2015	**116.1%**

- Over the past four years, wireless use has grown by 116.1%, with 3,227,441 wireless sessions in 2015, a 38.6% increase over 2014.

Workstation User Sessions: 4 year trend   **Workstation Use ⬆ 9.0%**

Year	Workstation User Sessions
2012	6,138,170
2013	6,465,726
2014	6,537,260
2015	6,692,409

Chart data:
- 2015: 6,692,409
- 2014: 6,537,260
- 2013: 6,465,726
- 2012: 6,138,170

Workstation User Sessions: 4 year trend

Year	Workstation User Sessions
2012	6,138,170
2013	6,465,726
2014	6,537,260
2015	6,692,409
% change 2012 to 2015	**9.0%**

- Workstation user sessions increased 9.0% over the past four years with usage peaking in 2015.

Library Membership: 1,228,992 (⇩ 0.9%)

Five year result: ⇩ 5.8%

Ten year result: ⇩ 0.8%

Outlook:
- The Library will develop a new membership model to reflect the broad range of services that the Library offers.
- Changes to the Circulation and Collection Use Policy to be phased in the fourth quarter of 2016, including lower fines for children and young adults will make membership more accessible.
- Through its Business Intelligence Strategy and Digital Strategy, the Library will support more personalized, mobile and self-service options.

2015 Influencing Factors:
- Overall, new registrations remained relatively stable, with declines in adult and child membership offset by increases in teen membership.
- 47.0% of Torontonians are registered cardholders.
- The breakdown of cardholders in 2015 by type was: 73.4% adult, 18.0% child and 8.6% teen cardholders.
- Overall membership declined slightly. The Fines Forgiveness Program in 2015 helped blocked cardholders in neighbourhood improvement areas reinstate their cards and informed the review of the Circulation and Collection Use Policy introduced in 2016.
- Changes to the Circulation and Collection Use Policy in 2012 to protect and increase revenues led to a decline in new registrations over the last four years.

CONCLUSION

In 2015, Toronto Public Library had the highest overall usage since 1998, demonstrating that services are accessible, responsive and relevant to a broad range of users of all ages and backgrounds.

CONTACT

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SIGNATURE

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Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: 2015 Performance Ranking and Key Performance Indicators
Attachment 2: Branch Summary Statistics: January to December 2015
Attachment 3: How We Compare 2014 – North American Libraries
Attachment 4: How We Compare 2014 – Canadian Libraries