



# 2018 Operating Budget Submission

## Toronto Public Library Board

September 25, 2017



## Ranking & Satisfaction

# #1

### Worldwide\*

- Circulation per capita (#2 Visits per capita; total circulation and total visits)
- \*Serving a population over 1.5 million (2015)*

# #1

### North America\*

- Total circulation
- Circulation per capita
- Total visits
- Visits per capita
- \*Serving a population over 2 million (2016)*

# #1

### Canada\*

- Total circulation
- Total visits (#2 Visits per capita #3 Circulation per capita)
- \*Serving a population over 500,000 (2015)*

### Well-Used

Torontonians use their libraries in large numbers.

# 70%

of Torontonians used the library in 2015



# 1 in 5

Torontonians visit a library branch at least once a week



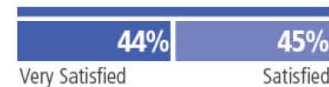
### Responsive : 95%

Library customers are overwhelmingly satisfied with the Toronto Public Library.



### Helpful : 94%

Customers are pleased with the level of assistance from library staff.



### Welcoming : 89%

Library customers overwhelmingly agree that libraries offer an attractive environment.



### Valued : 92%

Public libraries are an important resource for Toronto's communities.

# Context of Budget Request

## Increasing Demand

In 2016, Torontonians visited the library and borrowed materials in large numbers:



**18 million**  
visits to branches



**34 million**  
visits to [tpl.ca](http://tpl.ca)



**31.9 million**  
items borrowed



**962,024** people attended  
**40,774** programs



**14.3% increase**  
in the use of e-Collections



**3.9 million** wireless sessions  
**6.5 million** computer uses

2007-2016

**22.4%**  
increase



- ↑ 48.8% Program attendance
- ↓ -13.5% Standard reference requests
- ↑ 2,253.1% Wireless use
- ↓ -23.1% In-library use
- ↑ 25.3% Workstation user sessions
- ↑ 11.2% Visits
- ↑ 10.3% Total circulation
- ↑ 61.2% Virtual visits

# Context of Budget Increase

## History of Increased Open Hours

### **2 R&R and 17 District Branches**

Standardized, 65.5 hours Mon-Sat

### **Neighbourhood Branches**

50% have increased hours Mon-Sat

### **Sunday Hours Expansion**

Year-round Sunday service at 2 Research & Reference and 12 District branches

Seasonal service at 6 additional Neighbourhood branches

**Achieved increase of 486 hours per week,  
or 32% of Plan increase**

## Efficiencies



### Self-serve checkout

In all 100 branches (90% usage by public)



### Sorters

13 in-branch (74% usage by public); one central



### Lean Six Sigma efficiencies

Holds processing; Materials acquisition & processing; Shelving; Scheduling

- ▶ While meeting steadily increasing demand
- ▶ With high customer satisfaction
- ▶ Net budget increases of less than 1%

## Results



Increased open hours

**486 hrs/week** of open hours added since 2007



Shorter delivery times

From **7 days** to **3 days**



Reduced cycle times of materials processing

From **4-6 weeks** to **2-3 days**

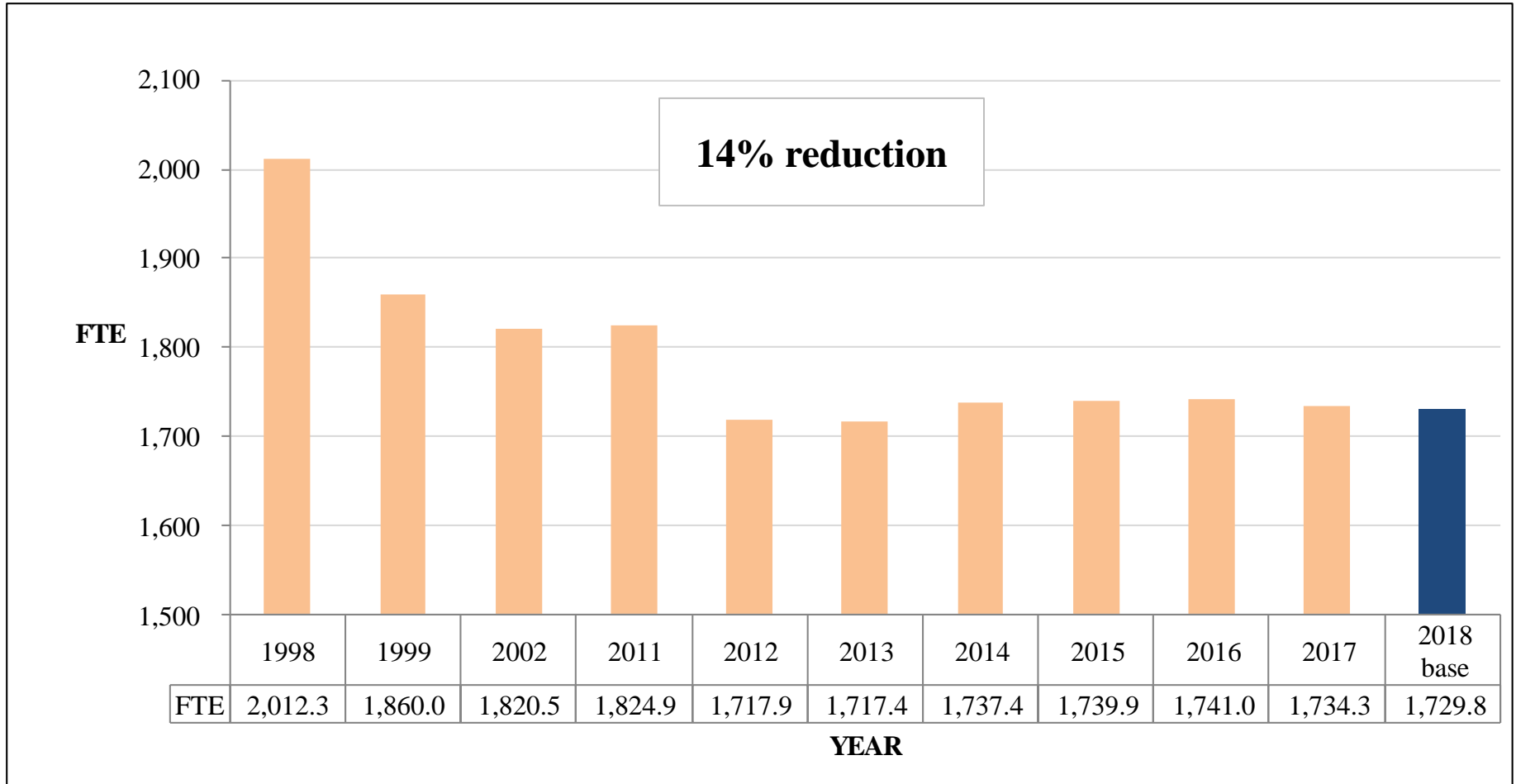


Improved customer service

**Shorter wait times** for materials, staff freed up to deliver **higher value services** to customers

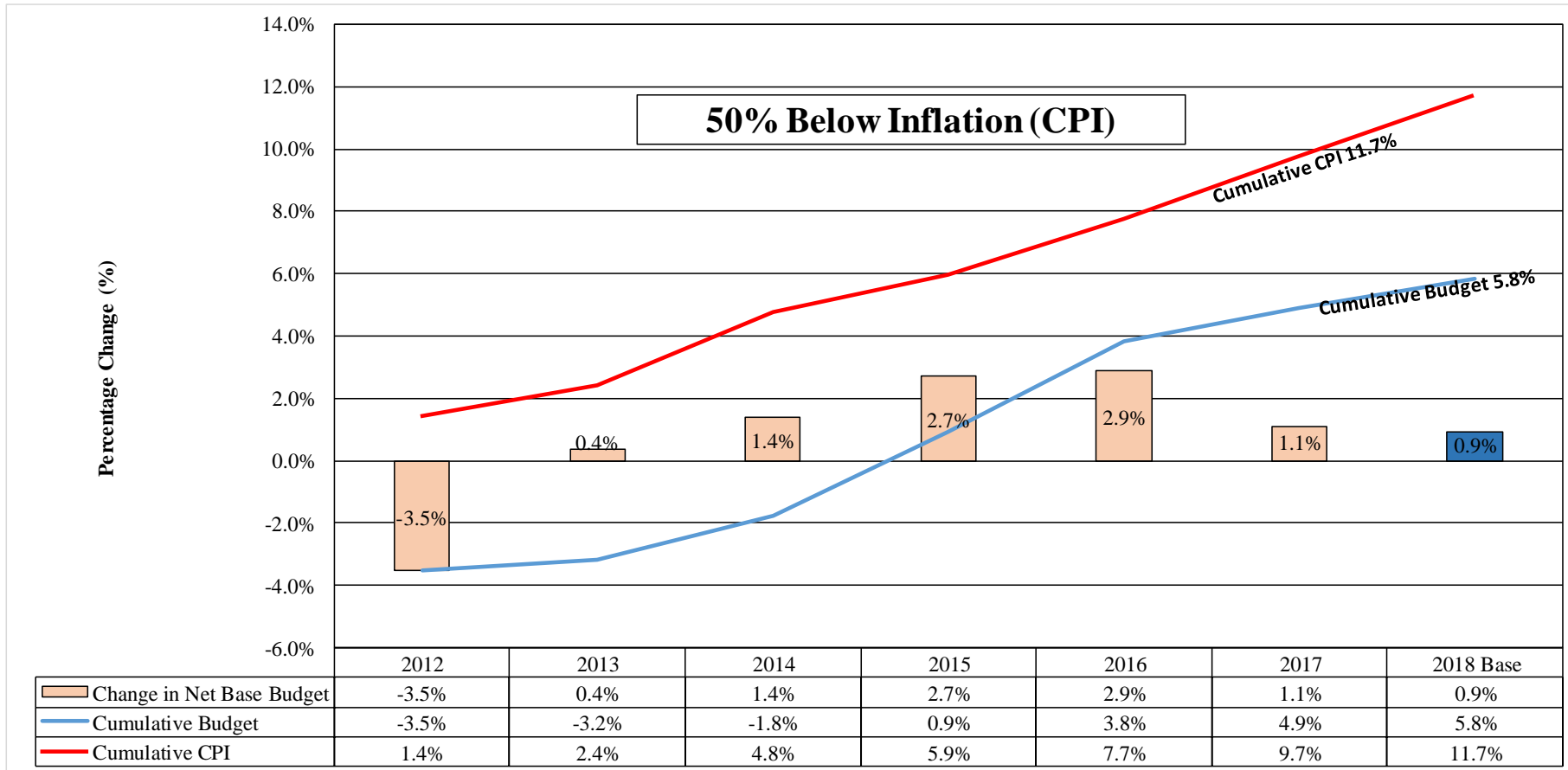
# Context of Budget Increase

## History of Staff Changes



# Context of Budget Increase

## History of Budget Increases



## Strategic Plan Priorities

- Advancing Our Digital Platforms;
- Breaking Down Barriers to Access, Driving Inclusion;
- Expanding Access to Technology and Training;
- Establishing TPL as Toronto's Centre for Continuous and Self-Directed Learning;
- Creating Community Connections through Cultural Experiences; and
- Transforming for 21st Century Service Excellence.

## Strategic Plan Accomplishments

- **100% delivery** of Poverty Reduction Strategy initiatives
  - Sunday service enhancements
  - Youth Hubs
  - Wi-Fi hotspot lending program
- **92% of 2017 initiatives on track** for completion
  - Compulsory Indigenous Cultural Competency Training
  - Digital Innovation Hubs
  - Creation of Innovation Council
  - Improving public infrastructure through State of Good Repair program

### Base Budget Submission

	Net (\$ millions)	%	<i>FTE</i>
<b>2017 Operating Budget</b>	<b>179.108</b>		<i>1,734.3</i>
2018 Budget pressures	5.014	2.8%	
Reversal of one-time Youth Hub funding	0.387	0.2%	
	<u>5.401</u>	<u>3.0%</u>	-
Efficiency Savings & Budget Reliefs			
Budget reliefs (alternative funding sources)	(2.227)	-1.2%	
Efficiencies	(1.037)	-0.6%	
Technological innovation	(0.475)	-0.3%	(4.5)
	<u>(3.739)</u>	<u>-2.1%</u>	<u>(4.5)</u>
<b>Net base budget increase</b>	<b>1.662</b>	<b>0.9%</b>	<i>(4.5)</i>
<b>2018 Operating Base Budget Submission</b>	<b><u>180.769</u></b>	<b><u>0.9%</u></b>	<i><u>1,729.8</u></i>

# 2018 Operating Budget

## Base Budget Pressures

	Net (\$ millions)	%
Salary and benefits	2.252	1.3%
Contracted services	0.504	0.3%
Library Collections economic increase	0.494	0.3%
Supplies and services	0.402	0.2%
Utilities	0.100	0.1%
Operating impact of capital proj.	0.080	0.0%
Insurance deductible	0.049	0.0%
Rev. 2017 DC draw on Collections	0.650	0.4%
Rev. 2017 Library Collections funded from DC	0.482	0.3%
	<b>5.014</b>	<b>2.8%</b>
<b>Rev. 2017 one-time funding for Youth Hub locations</b>	<b>0.234</b>	<b>0.1%</b>
<b>Rev. of 2017 one-time funding for Youth Hubs programming</b>	<b>0.153</b>	<b>0.1%</b>
	<b>0.387</b>	<b>0.2%</b>
	<b>5.401</b>	<b>3.0%</b>

# 2018 Operating Budget

## Budget Reliefs

	<b>Net</b>	
	<b>(\$ millions)</b>	<b>%</b>
	<u>          </u>	<u>          </u>
Increase in capital project management fees	(0.189)	-0.1%
Increase in revenue from room rentals, tenants and print	(0.456)	-0.3%
Permanent increase in DC funding for collections	(0.482)	-0.3%
One-time savings bridging strategy due to NYCL closure	(1.100)	-0.6%
	<u><b>(2.227)</b></u>	<u><b>-1.2%</b></u>

# 2018 Operating Budget

## Expenditure Efficiencies

	<b>Net</b>	
	<b><u>(\$ millions)</u></b>	<b><u>%</u></b>
2017 technological efficiencies (prior year approval)	(0.100)	-0.1%
Line by line reviews	(0.457)	-0.3%
Consolidation of print and electronic serials	(0.330)	-0.2%
One-time savings from NYCL collections	(0.150)	-0.1%
	<b><u>(1.037)</u></b>	<b><u>-0.6%</u></b>

# 2018 Operating Budget

## Technological Innovation

	<b>2018</b>		<b>2019</b>		<b>Total</b>		<b>Gross Capital Cost (\$ millions)</b>
	<b>Net (\$ millions)</b>	<b>FTE</b>	<b>Net (\$ millions)</b>	<b>FTE</b>	<b>Net (\$ millions)</b>	<b>FTE</b>	
<b>Expansion of Technological Efficiencies</b>							
VOIP, Multi-Function Devices, Pay for print	(0.235)	(1.5)	(0.185)	(1.5)	(0.420)	(3.0)	1.600
<b>Answerline &amp; Community Spaces Modernization</b>							
Answerline & Community Space Rental software implementation & consolidation	(0.240)	(3.0)	(0.290)	(3.0)	(0.530)	(6.0)	1.400
	<b>(0.475)</b>	<b>(4.5)</b>	<b>(0.475)</b>	<b>(4.5)</b>	<b>(0.950)</b>	<b>(9.0)</b>	<b>3.000</b>

**City Budget Target = 0% increase**

**Service Reductions to Meet Target**

	<b>Net</b>		
	<b><u>(\$ millions)</u></b>	<b><u>%</u></b>	<b><u>FTEs</u></b>
Library Collections budget reduction	0.423	0.2%	
Elimination of Friday evening service	1.238	0.7%	<i>13.6</i>
	<b><u>1.662</u></b>	<b><u>0.9%</u></b>	<b><u>13.6</u></b>

# 2018 Operating Budget

## Budget Enhancements

	<b>Net</b>		
	<b><u>(\$ millions)</u></b>	<b><u>%</u></b>	<b><u>FTEs</u></b>
Sunday service expansion	0.574	0.3%	
Additional locations for Youth Hubs	0.390	0.2%	3.0
e-Learning initiative	0.300	0.2%	2.0
Wi-Fi hotspot lending program expansion	0.300	0.2%	
Advancing transformational change	0.161	0.1%	1.0
	<b><u>1.725</u></b>	<b><u>1.0%</u></b>	<b><u>6.0</u></b>

- Oct 16 – City Manager / CFO Review
- Oct 18 – Budget Committee informal review (tentative)
- **Oct 23 – TPL Board Meeting**
- Nov 30 – Budget Committee – Budget Launch
- **Dec 11 – TPL Board Meeting**
- Dec 12-Jan 23 – Budget Committee Review
- Feb 6 – Executive Committee
- Feb 12-13 – City Council Approval
- **Feb 2018 – Board Adoption of Council Approved Budget**



**Thank you**

