**STAFF REPORT
ACTION REQUIRED**

2019 Operating Budget Submission

Date:	September 24, 2018
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to seek Toronto Public Library (TPL) Board approval of the 2019 operating budget submission. The 2019 base budget request is $187.764 million net, which represents a $5.371 million net increase, or 2.9%, over the 2018 budget and is a reasonable and responsible funding request necessary to maintain existing services and service levels.

The 2019 net budget increase of $5.371 million is comprised $2.229 million net, or 1.2%, of recurring base budget pressures and $3.142 million net, or 1.7%, of other base budget pressures which are one-time or legislated.

The 2019 operating budget submission also includes phased service enhancements of $3.347 million net and gross, and includes 40.9 full-time equivalents (FTEs). The full year costing is $5.578 million net and gross and represents the first phase of the Open Hours Plan, which has a total cost of $18.258 million net and gross phased over four years. The Open Hours Plan expands open hours by 20% with a corresponding budget increase of only 10%, and is a cost-effective way to meet the needs of population growth as well as advancing key City and Library strategies.

City staff has provided budget directions that include a budget target of 0% increase for all City programs, Agencies and Accountability Offices. To fully achieve this target, TPL would need to identify additional budget reductions totalling $5.371 million net, or 2.9%, to bring the base budget increase to 0%. Budget reductions of this magnitude would result in major service reductions in hours and collections that would have a negative impact on all Torontonians, particularly equity-seeking groups.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the 2019 operating base budget submission of $187.764 million net ($206.985 million gross), which represents a $5.371 million net ($5.268 million gross) increase, or 2.9%, over the 2018 operating budget; and

2. approves 2019 budget enhancements phase 1 of the Open Hours Plan totalling $3.347 million net and gross (full year costing of $5.578 million net), including 40.9 full-time equivalents, that focuses on adding Monday to Saturday service hours, Sunday service and introducing late evening hours of service.

FINANCIAL IMPACT

The 2019 operating base budget submission of $187.764 million net ($206.985 million gross) represents a net budget increase of $5.371 million, or 2.9%, over the Council-approved 2018 operating budget and is comprised of $2.229 million net, or 1.2%, related to recurring base budget pressures and $3.142 million net, or 1.7%, related to other base budget pressures which are one-time or legislated, as summarized in Table 1:

Table 1: 2019 Operating Base Budget Summary ($millions)

	FTE	Gross	Revenue	Net	%
2018 Approved Operating Budget	**1734.8**	**201.717**	**19.324**	**182.393**	
Recurring cost pressures	-4.5	2.776	0.547	2.229	*1.2%*
Other base cost pressures	2.0	2.492	(0.650)	3.142	*1.7%*
Base Budget increase	**-2.5**	**5.268**	**(0.103)**	**5.371**	*2.9%*
2019 Operating Base Budget	**1732.3**	**206.985**	**19.221**	**187.764**	*2.9%*

*Totals may not add due to rounding

The 2019 operating budget submission also includes phased service enhancements of $3.347 million net and gross, and includes 40.9 full-time equivalents (FTEs). The full year costing is $5.578 million net and gross and represents the first phase of the Open Hours Plan, which has a total cost of $18.258 million net and gross phased over four years. The $5.578 million represents the first phase of the Open Hours Plan, which has a total cost of $18.258 million net and gross phased over four years. The total 2019 budget request, including enhancements, is $191.111 million net ($210.332 million gross), or 4.8%.

To fully achieve the City's budget target of a 0% net increase, TPL would need to identify additional budget reductions totalling $5.371 million net, or 2.9%, to bring the base budget increase to 0%. Budget reductions of this magnitude would result in major service reductions in hours and collections that would have a negative impact on all Torontonians, particularly equity-seeking groups.

The Director, Finance and Treasurer has reviewed this financial impact statement and agrees with it.

ALIGNMENT WITH STRATEGIC PLAN

A strategic plan for 2016-2019 – *Expanding Access, Increasing Opportunity, Building Connections* – has been developed in consultation with communities, stakeholders, and residents.

The six priority areas of the plan are:
1.   Advancing Our Digital Platforms
2.   Breaking Down Barriers to Access, Driving Inclusion
3.   Expanding Access to Technology and Training
4.   Establishing TPL as Toronto's Centre for Continuous and Self-Directed Learning
5.   Creating Community Connections through Cultural Experiences
6.   Transforming for 21st Century Service Excellence.

The 2016-2019 strategic plan builds on the Library's service strengths. The strategic plan harnesses the potential of new technologies and innovation to create greater awareness, access, and use of library services at the customer's point of need.

The plan and 2019 operating budget submission aligns and supports the outcomes of the City's urban agenda set out in its Poverty Reduction Strategy, TO Prosperity, Toronto Strong Neighbourhoods Strategy 2020, the Seniors Strategy, Youth Equity Strategy and Middle Childhood Strategy, and will help to increase the effectiveness and impact of these strategies at the city and neighbourhood level.

The operating budget supports TPL's strategic plan by supporting digital literacy and inclusion, enhancing access to information, technology and e-learning and transforming library operations for 21st century service excellence. The full year costing is $5.578 million net and gross and represents the first phase of the Open Hours Plan, which has a total cost of $18.258 million net and gross phased over four years. The $5.578 million represents the first phase of the Open Hours Plan, which has a total cost of $18.258 million net and gross phased over four years.

ISSUE BACKGROUND

At its meeting on June 18, 2018, the Board received for information a 2019 Operating Budget – Base Pressures report indicating $189.778 million net ($208.570 million gross), which represented a net budget increase of $7.495 million, or 4.1%, over the 2018 operating budget.

Throughout the summer, staff continued to refine the operating budget outlook through line-by-line reviews, identifying transformation and innovation opportunities, and increased revenue opportunities to offset pressures, and continued to develop strategies to manage on-going demand, improve customer service and fund transformation of modern library services.

Also at its meeting on June 18, 2018, the Board approved the Open Hours Plan – 2018 Review and directed staff to include the cost of the revised Open Hours Plan as part of TPL's complete 2019 operating budget submission.

At its meeting on August 16, 2018, the Board approved a revised Open Hours Plan, and the Open Hours Plan 2018 – Implementation, which provided a phased implementation of the total Open Hours Plan.

COMMENTS

TPL has an excellent fiscal track record of continuously improving services by responding to increasing and changing service demands while controlling costs through the implementation of efficiencies, innovation and new technology. The 2019 base budget submission is a reasonable and responsible funding request necessary to maintain existing services and service levels. The budget request balances the need to develop and deliver modern library services that include innovative self-service and online and technology-based services, while responding to the continuing demand for traditional services.

Addressing the City's and Library's strategic objectives will be accomplished through new service models and the use of technology, the development of public and private partnerships – including the Toronto Public Library Foundation – and funding provided by the 2019 operating budget.

TPL's 2019 operating budget submission supports equitable access to services and programs that make a difference in the lives of Toronto's communities and residents by engaging them in a love of reading, inspiring lifelong learning, and fostering collaboration, creativity and innovation.

Context of 2019 Budget Request

Increasing Demand

TPL has higher per capita visits and circulation than any other large urban public library in North America. From 2008 to 2017, total library usage has increased by 10.7% from 86,163,191 to 95,413,660 uses. In 2017, the busiest branch, North York Central Library, was closed, which represents approximately 9% visits and 7.1% of circulation. Total use includes circulation (physical and electronic), in-person and online visits, program attendance, standard and electronic reference requests, workstation use, wireless use, and licensed database searches.

Program attendance	39.7%	⬆
Standard reference requests	-10.1%	⬇
Wireless use	780.8%	⬆
In-library use	-30.1%	⬇
Workstation user sessions	3.9%	⬆
Visits	7.4%	⬆
Total Circulation	1.0%	⬆
Electronic visits	34.5%	⬆
Total Use	**10.7%**	⬆

The way people access information and use branch services has changed. While in-branch reference use of library collections has declined, and the number and type of reference questions has changed, there has been an increase in program attendance for print and digital literacy, lifelong learning, job supports, and culture and recreation; strong growth in the use of in-branch technologies, including computers, Internet and wireless; and increased use of library space for work, study and collaboration – important services as the city's density increases.

There has been parallel growth in the remote usage of the Library's online platform, including the website, e-content and self-service features, along with usage in library branches.

The introduction of new technologies, including self-service circulation and more online services, has enabled the Library to efficiently manage steady demand for traditional services, and increasing demand for new services.

E-Collections

While the use of physical collections remains stable, demand for digital content, including ebooks, eaudiobooks and emagazines and downloaded or streamed music and videos, continues to increase. Use of this digital content had grown by 425% since 2012 and in 2017, reached 5.6 million, representing 19% of total circulation, and this is expected to exceed 20% in 2018.

The high prices and restrictive purchasing models of the Big Five major multinational publishers have made meeting this increasing demand a challenge. Prices are up to four times that of physical books but follow the same one copy/one user model. All but one of the Big Five require that libraries repurchase titles every one to two years, pushing costs even higher. North American libraries and organizations have suggested mutually beneficial models to publishers with no success. City Council and the Library Board have endorsed the important role of public libraries in providing this content by advocating that all publishers make it available with fair and reasonable terms. TPL supported a Canadian Urban Libraries Council (CULC) public advocacy campaign promoting change in 2015 and will do the same for a second one being launched this fall.

In addition, the main digital content vendors are U.S. based so exchange rates compound the budget pressures placed on TPL collections budget, with the result that Torontonians' access to the material they want is increasingly restricted.
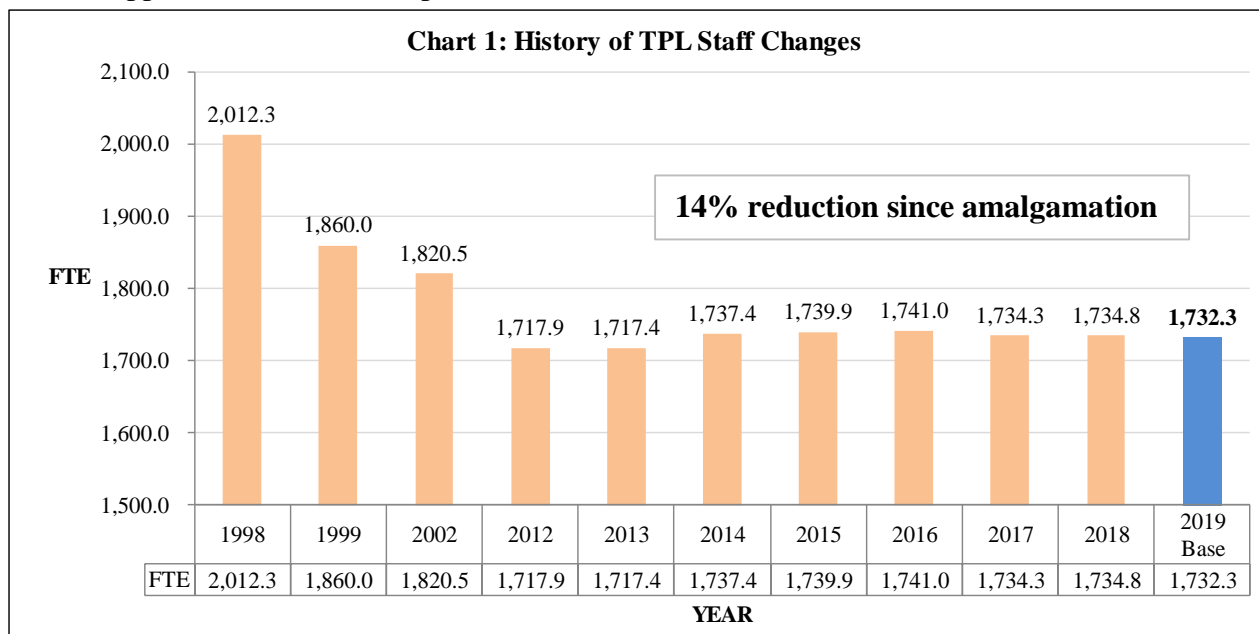
History of TPL Staff Changes

TPL has continuously achieved success in managing increasing demand for modern library services notwithstanding a workforce that has decreased 14% since amalgamation, with significant workforce reductions, including 200 FTEs in 1998/1999 and 123 FTEs in 2012/2013.
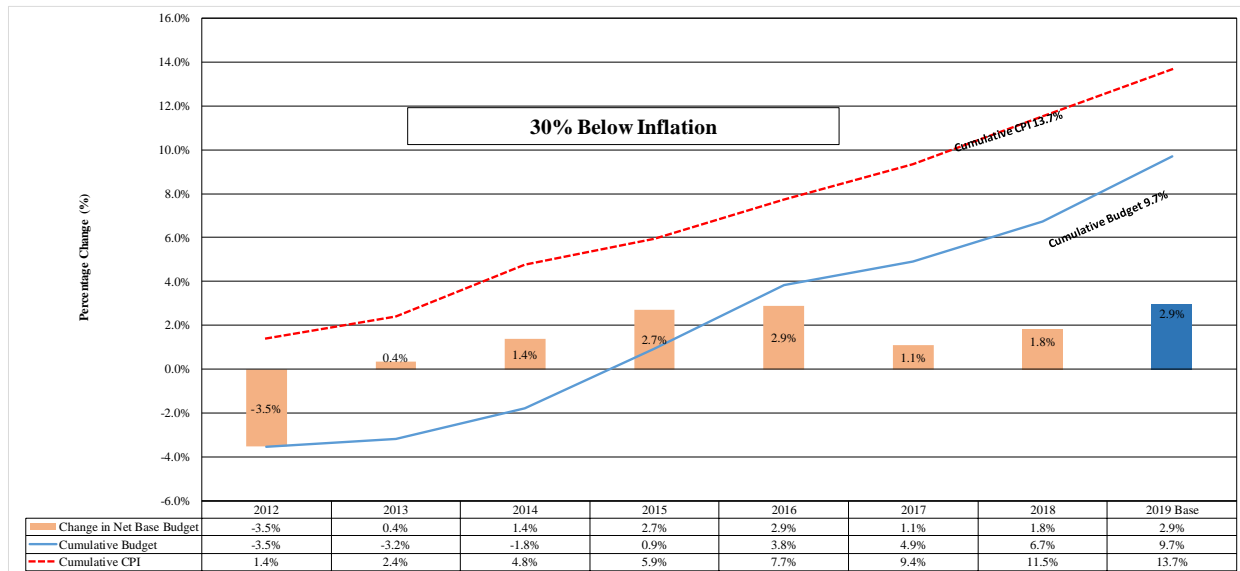
Despite these cuts and ongoing service demands, through its commitment to continuous improvement and service efficiencies, TPL has introduced new services, added four new branches and the associated 28.8 FTEs required to run them, expanded several additional branches, and increased open hours; all significant achievements.

In 2016, there was a reduction of 6.9 FTEs as a result of efficiencies in automation. In 2017, a capital investment of $4.056 million over two years in technological innovation resulted in the reduction of 8.7 FTEs of clerical work. In 2018, the expansion of technological efficiencies and the modernization of the Answerline and Community Space Rental services, resulting in a reduction of 4.5 FTEs of clerical work through attrition while adding 5.0 FTEs as part of budget enhancements, including Youth Hubs and e-learning that support the City's Poverty Reduction Initiatives.

For the 2019 operating base budget, TPL will continue the expansion of technological efficiencies and the modernization of the Answerline and Community Space Rental services, resulting in a reduction of an additional 4.5 FTEs of clerical work through attrition. This reduction in FTEs will be partially offset by an increase of 2.0 FTEs as part of the 2018 Council-approved Youth Hub expansion, as shown in Chart 1:

Chart 1: History of TPL Staff Changes

14% reduction since amalgamation

FTE	1998	1999	2002	2012	2013	2014	2015	2016	2017	2018	2019 Base
	2,012.3	1,860.0	1,820.5	1,717.9	1,717.4	1,737.4	1,739.9	1,741.0	1,734.3	1,734.8	1,732.3

YEAR

As shown in Chart 2, including the 2019 base budget request for a 2.9% increase, the cumulative budget increase over the last seven years is 9.7%, or an average annual increase of 1.2%. This average budget increase is approximately 30% below the rate of inflation over the same time period, as measured by the consumer price index (CPI).

	2012	2013	2014	2015	2016	2017	2018	2019 Base
Change in Net Base Budget	-3.5%	0.4%	1.4%	2.7%	2.9%	1.1%	1.8%	2.9%
Cumulative Budget	-3.5%	-3.2%	-1.8%	0.9%	3.8%	4.9%	6.7%	9.7%
Cumulative CPI	1.4%	2.4%	4.8%	5.9%	7.7%	9.4%	11.5%	13.7%

2019 Operating Base Budget Submission

The 2019 operating base budget of $187.764 million net represents a net budget increase of $5.371 million, or 2.9%, over the Council-approved 2018 operating budget and is comprised of $2.229 million net, or 1.2%, related to recurring base budget pressures and $3.142 million net, or 1.7%, related to other base budget pressures that are one-time or legislated, as summarized in Table 2:

Table 2: 2019 Operating Base Budget Summary ($millions)

	FTE	Gross	Revenue	Net	%
2018 Approved Operating Budget	1734.8	201.717	19.324	182.393	
Staffing related net budget pressures	-4.5	0.925	0.010	0.915	*0.5%*
Non-staffing related net budget pressures		1.852	0.537	1.314	*0.7%*
Recurring net base pressures	**-4.5**	**2.776**	**0.547**	**2.229**	*1.2%*
Reversal of one-time bridging strategies		1.250	(0.650)	1.900	*1.0%*
Bill 148 legislation - Parental leave		0.774		0.774	*0.4%*
Prior-year Council approved enhancements	2.0	0.468		0.468	*0.3%*
Other base pressures	**2.0**	**2.492**	**(0.650)**	**3.142**	*1.7%*
Base Budget Increase	**-2.5**	**5.268**	**(0.103)**	**5.371**	*2.9%*
2019 Operating Base Budget	**1732.3**	**206.985**	**19.221**	**187.764**	*2.9%*

TPL's 2019 operating base budget increase is comprised of: staffing related net budget pressures and reliefs totalling $0.915 million net ($0.925 million gross), or 0.5%; non-staffing related budget pressures and reliefs totalling $1.314 million net ($1.852 million gross), or 0.7%; budget pressures related to the reversal of one-time bridging strategies totalling $1.900 million net ($1.250 million gross), or 1.0%; impact of Bill 148 on minimum wage and parental/adoption leave totalling $0.774 million net and gross, or 0.4%; and prior-year Council-approved budget enhancements totalling $0.468 million net and gross, or 0.3%.

2019 Staffing-related budget pressures and reliefs

The 2019 staffing related budget pressures and reliefs total $0.915 million net, which represents a 0.5% increase over 2018, and is detailed in Table 3:

Table 3: Staffing-related Budget Pressures and Reliefs ($millions)

	FTE	Gross	Revenue	Net	%
Salary and benefits COLA increase		2.793		2.793	*1.5%*
e-Learning Initiative (2nd year phased implementation)		0.050		0.050	*0.0%*
Benefit savings - claims experience		(0.950)		(0.950)	*-0.5%*
Increase gapping from 2.8% to 3.0%		(0.503)		(0.503)	*-0.3%*
Answerline & Community Space Rental Modernization	-3.0	(0.290)		(0.290)	*-0.2%*
Expansion of technological efficiencies (VOIP, MFD, Pay-for print)	-1.5	(0.175)	0.010	(0.185)	*-0.1%*
	-4.5	0.925	0.010	0.915	*0.5%*

- $2.793 million increase in salary cost of living adjustments (COLA) and benefit costs;
- $0.050 million increase in salaries and benefits due to the second-year annualization of a previously Council-approved phased implementation of the e-Learning Initiative in 2018;
- Benefit savings of $0.950 million resulting from decreased benefit claims experienced since change in service provider at the end of 2016;
- Budget savings of $0.503 million by increasing TPL's gapping from 2.8% to 3.0%, equivalent to an increase of 5.9 FTEs from 49.0 FTEs to 54.9 FTEs, to reflect recent gapping experience and to align with City average gapping rates;
- Budget savings of $0.290 million associated with the second year savings from the *Answerline & Community Space Rental* Modernization, including a reduction of 3.0 FTEs through attrition; and
- Budget savings of $0.185 million net ($0.175 million gross) associated with the second year savings from the *Expansion of Technological Innovation* from 2018. These savings are associated with the continued expansion of technological efficiencies, such as rollout of VOIP and pay-for print, and includes a reduction of 1.5 FTEs of clerical work through attrition.

2019 Non-staffing related budget pressures and reliefs

The 2019 non-staffing related budget pressures and reliefs total $1.314 million net, which represents a 0.7% increase over 2018, and is detailed in Table 4:

Table 4: Non-staffing related Budget Pressures and Reliefs ($millions)

	Gross	Revenue	Net	%
Increase in security guard contract	0.547		0.547	*0.3%*
Library collections economic factor	0.498		0.498	*0.3%*
Supplies and service economic factor	0.392		0.392	*0.2%*
Increase in cost of contracted services	0.386		0.386	*0.2%*
Utilities economic factor	0.359		0.359	*0.2%*
Operating impact of capital projects	0.028		0.028	*0.0%*
Line by line review - overtime, travel, etc.	(0.357)		(0.357)	*-0.2%*
Increase in print revenue due to technological innovation		0.275	(0.275)	*-0.2%*
Increase in premium room rental revenue		0.155	(0.155)	*-0.1%*
Inflationary increase in premium room rentals, tenant leases		0.067	(0.067)	*0.0%*
Increase in funding of Collections from DC reserve		0.041	(0.041)	*0.0%*
	1.852	0.537	1.314	*0.7%*

- $0.547 million increase in security guards due to award of new contract impacted by minimum wage increases and enhanced services, including three additional mobile supervisors. This increase allows TPL to secure a robust and flexible guard service that is well trained and able to respond appropriately to the wide range of incidents that occur in branches;
- $0.498 million increase for Library Collections as costs are impacted by both inflationary pressures and currency exchange rates, as well as the high cost of e-collections;
- $0.392 million increase in supplies and services due to inflation;
- $0.386 million increase resulting from known and projected contract cost increases, mainly from facilities related contracts;
- $0.359 million increase for utilities due to inflation;
- $0.028 million increase in services and rent resulting from the completion of the Guildwood capital project (operating impact from capital);
- $0.357 million budget savings resulting from a line-by-line review of expenditures related to the conclusion of an energy savings loan repayment ($0.237 million), reduced overtime ($0.050 million) due to early morning deliveries, reduced library materials processing costs ($0.040 million), and reduced travel and other costs ($0.030 million) related to tele-conferencing;
- $0.275 million increase in print revenue resulting from the continued implementation of pay for print, an approved technological innovation project;
- Budget reliefs of $0.155 million from an recovery of project management fees to align with the capital budget submission;
- $0.067 million increase in premium room rentals, tenant leases related to inflation or signed agreements; and
- $0.041 million increase in funding of Collections from Development Charge reserve as permitted by the DC By-law.

Reversal of one-time bridging strategies

Reversal of one-time bridging strategies total $1.900 million net ($1.250 million gross), or 1.0%, as detailed in Table 5:

Table 5: Reversal of One-time Bridging Strategies ($millions)

	Gross	Revenue	Net	%
Temporary increase DC draw to fund collections (2017)		(0.650)	0.650	0.4%
Expenditure bridging strategy due to NYCL closure (2018)	1.250		1.250	0.7%
	1.250	(0.650)	1.900	1.0%

- $0.650 million budget pressure is the result of a reversal of a one-time net revenue bridging strategy that allowed for a temporary 2017 increase in development charges (DC) draw to fund collections; and
- $1.250 million budget pressure is the result of a one-time bridging strategy related to the extended NYCL closure in 2018.

Bill 148 – parental/adoption leave and minimum wage

Provincially-legislated budget pressure of $0.774 million net and gross, or 0.4%, related to parental/adoption leave and minimum wage, as shown in Table 6:

Table 6: Legislated Budget Pressures ($millions)

	Gross	Revenue	Net	%
Bill 148 - parental/adoption leave and minimum wage	0.774		0.774	0.4%

2018 Council-approved Enhancements

Previously Council-approved budget enhancements total $0.468 million net and gross, or 0.3%, including 2.0 FTEs as detailed in Table 7:

Table 7: 2018 Council-approved Enhancements ($millions)

		Gross	Revenue	Net	%
2019 Sunday Service Enhancement (full year)		0.416		0.416	0.2%
Annualization of Sunday Service Enhancement		(0.208)		(0.208)	-0.1%
	0.0	0.208	-	0.208	0.1%
2019 Additional locations for Youth Hubs	2.0	0.260		0.260	0.1%
	2.0	0.468	-	0.468	0.3%

- $0.416 million net budget pressure (full-year cost) related to the second year of budget enhancements to support Sunday Service was approved in 2018 and is part of the 2019 base budget pressures. For 2019, the Sunday Service Enhancement will allow for seasonal Sunday service at eight Neighbourhood branches that serve Neighbourhood Improvement Areas (NIAs) or transitioning NIAs (Dawes Road, Humber Summit, Jane/Sheppard, Kennedy/Eglinton, Pleasant View, Rexdale St. Clair/Silverthorn and St. Lawrence);

- $0.208 million net savings resulting from the annualization (with an equivalent pressure in 2020) of the previously Council-approved enhancement for seasonal Sunday service at eight Neighbourhood branches that primarily serve NIAs; and
- $0.260 million net to support two additional Youth Hub locations and its programming costs, including 2.0 FTEs, was approved and is part of the 2019 base budget pressures. For 2019, the Youth Hubs expansion includes two additional locations at Parliament St. and Thorncliffe branches.

2019 Budget Enhancement – Open Hours Plan

Approved at its June 18, 2018 meeting, TPL has identified 2019 phased budget enhancements of $3.347 million net and gross, including 40.9 FTEs. The full year costing is $5.578 million net and gross and represents the first phase of the Open Hours Plan, which advances a number of TPL strategic objectives and supports the City's Poverty Reduction Strategy. The full Open Hours Plan has a total cost of $18.258 million net and gross and is phased over four years, as shown in Table 8:

Table 8: Open Hours Plan Costing by Phase ($ millions)
Service Enhancement

	2019		2020		2021		2022		Total	
	FTE	Net	FTE	Net	FTE	Net	FTE	Net	FTE	Net
Phase 1 - Open Hours	40.9	3.347		2.231					40.9	5.578
Phase 2 - Maximize Hours			56.1	4.350		2.885			56.1	7.235
Phase 3 - Finalize Implementation						3.267		2.178	-	5.445
Total	40.9	**3.347**	56.1	**6.581**	-	**6.152**	-	**2.178**	97.1	**18.258**

With 100 locations distributed across the city, library branches function as community hubs, and are very popular and well-used public spaces. On a typical weekday, 50,000 Torontonians visit Toronto Public Library branches to access space, collections, technology, programs and staff expertise. Adding capacity through expanded open hours leverages the City's investment in the Library's existing infrastructure while also addressing population growth especially as identified in the TO Core study and is a cost-efficient method to increase services and avoid building a number of new branches.

Expanded open hours also responds to changing patterns of work, study, education, and leisure in Toronto. It also helps to advance and increase the impact of key City of Toronto strategies including the Toronto Poverty Reduction Strategy, Toronto Strong Neighbourhoods Strategy 2020, Raising the Village: Measuring the Well-being of Children and Families in Toronto, Toronto Youth Equity Strategy, and Advancing Broadband Infrastructure and Internet Connectivity.

The priorities of the strategic plan and are intended to emphasize strategic outcomes such as greater digital inclusion opportunities, increased early childhood literacy programming, and reduced barriers to access for equity-seeking groups, seniors and youth. Expanded hours also help advance and increase the impact of key City of Toronto strategies, including current City initiatives involving youth violence prevention, the Toronto Youth Equity Strategy, the

Toronto Poverty Reduction Strategy, and Toronto Strong Neighbourhoods Strategy 2020. By providing a standardized approach to increasing open hours across the system and improving access to library service across the city, the Open Hours Plan demonstrates that "The Best Thing a Library Can Be is Open."

An investment of $18.258 million is a 10.0% net increase to the Library's operating budget, which delivers a 20.0% increase in open hours at 58,000 additional hours annually. By leveraging the existing infrastructure, this provides a cost-efficient way to manage expected population increases as well as growing and changing service demands, and delivers improved service to residents and communities across the city. The plan includes more branches with seven–day weekly service across the city, late night hours to midnight five nights per week at Research & Reference and District branches, and expanded and extended Sunday hours.

Implementation is divided into three primary phases over 2019-2022:

Phase 1: Focuses on increasing number of days open by leveraging existing assets to extend open hours of service by moving 24 branches into higher bands of weekday service and adding Sunday service at 26 branches (23 branches with seasonal service and three branches with year-round service). Late evening hours (to 10:00 pm) are also introduced at two Research & Reference and four District branches. The total cost for Phase 1 is $5.578 million net, including 40.9 FTEs, and is phased over two years (2019: $3.347 million net, including 40.9 FTEs and 2020: $2.231 million net) and would add approximately 19,000 hours of service annually.

Phase 2: Focuses on maximizing hours of service at branches as permitted by the current collective agreement. A total of 38 branches will be affected by adding additional evening and morning hours between Monday to Friday, and Sunday service expands to five hours (from 3.5 hours) at 67 branches. Also included is implementation of late evening hours (to 10:00 pm) at remaining 13 District branches. The total cost for Phase 2 is $7.235 million, including 56.1 FTEs, and is phased over two years (2020: $4.350 million, including 56.1 FTEs and 2021: $2.885 million) and would add approximately 25,000 hours of service annually.

Phase 3: Completes the implementation of the Open Hours Plan, subject to collective bargaining and a new collective agreement, by increasing year-round Sunday service at 27 branches to 8.0 hours (from 5.0 hours) and introducing late night service to midnight (from 10:00 pm) at all District and Research & Reference branches. The total cost for Phase 3 is $5.445 million and is phased over two years (2021: $3.267 million and 2022: $2.178 million) and would add approximately 13,500 hours of service annually.

A key factor in the development of the Open Hours Plan is improving service to NIA communities. As a result, all 31 of the branches directly serving NIA communities will have an average investment per branch of $0.241 million and an average increase of 7.5 hours of service per week, as shown in Table 9:

Table 9: Open Hours Plan Costing by Service ($millions)

	NIA	Non-NIA	Total
Monday to Saturday Service	3.595	3.366	**6.961**
Sunday Service	2.204	3.854	**6.058**
Late Night Service	1.669	3.571	**5.240**
Total	**7.468**	**10.791**	**18.258**
Average Investment per branch	**0.241**	**0.156**	
Average Weekly Increase in Hours per branch	**15.83 hrs**	**9.78 hrs**	

2019 Operating Base Budget Target

TPL's 2019 operating base budget submission of $187.764 million net ($206.985 million gross) represents a $5.371 million net, or 2.9%, increase over the 2018 operating budget. In order to meet City Council's 2019 operating budget target of a 0% increase, additional budget reductions totalling $5.371 million net, or 2.9%, would need to be identified, as summarized in Table 10:

Table 10: 2019 Operating Budget ($millions) with Service Reductions

	Gross	Revenue	Net	%
2018 Approved Operating Budget	**201.717**	**19.324**	**182.393**	
Base Budget increase	5.268	(0.103)	5.371	*2.9%*
Minor Service Reductions				
Defer Council-approved 2019 Sunday Service enhancement	(0.208)		(0.208)	*-0.1%*
Defer Council-approved 2019 Youth Hub enhancement	(0.260)		(0.260)	*-0.1%*
	(0.468)	-	(0.468)	*-0.3%*
Major Service Reductions				
Combination of hours of service and collections	(4.903)		(4.903)	*-2.7%*
	(5.371)	**-**	**(5.371)**	*-2.9%*
Increase to meet City's budget target	**(0.103)**	**(0.103)**	**0.000**	*0.0%*
2019 Operating Budget with Service Reductions	**201.614**	**19.221**	**182.393**	*0.0%*

Budget reductions of this magnitude would result in major service reductions in hours and collections that would have a negative impact on all Torontonians, particularly equity-seeking groups.

2020-2021 Operating Budget Outlook

TPL projects an outlook of a 1.9% net increase in 2020 and a 1.7% net increase in 2021. These projections exclude salary COLA as the current collective agreement expires at the end of 2019.

CONCLUSION

TPL's 2019 base budget request is $187.764 million net, which represents a $5.371 million net increase, or 2.9%, over the 2018 budget and is a reasonable and responsible funding request necessary to maintain existing services and service levels.

The 2019 net budget increase of $5.371 million is comprised of $2.229 million net, or 1.2%, of recurring base budget pressures and $3.142 million net, or 1.7%, of other base budget pressures which are one-time or legislated.

The 2019 operating budget submission also includes phased service enhancements of $3.347 million net and gross, and includes 40.9 FTEs. The full year costing is $5.578 million net and gross and represents the first phase of the Open Hours Plan, which has a total cost of $18.258 million net and gross phased over four years. The Open Hours Plan expands open hours by 20% with a corresponding budget increase of only 10%, and is a cost-effective way to meet the needs of population growth as well as advancing key City and Library strategies.

TPL continues to identify and implement innovative technologies, pursue process and workflow improvements, and form strategic partnerships in order to achieve efficiencies and savings to meet budget targets and deliver modern library services.

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SIGNATURE

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Vickery Bowles
City Librarian

ATTACHMENTS

Appendix 1:   2019-2021 Operating Base Budget Summary
Appendix 2:   2019 Program Overview

TORONTO PUBLIC LIBRARY
2019 Operating Budget and 2020-2021 Outlook

	CATEGORY	2019 Operating Budget			2020 Outlook			2021 Outlook		
		STAFF FTE's	NET $Ms	%	STAFF FTE's	NET $Ms	%	STAFF FTE's	NET $Ms	%
1	**2018 COUNCIL APPROVED ADJUSTED BUDGET**	*1,734.8*	**182.393**		*1,732.3*	**187.764**		*1,734.3*	**191.290**	
	Base Budget Pressures									
2	Salary and benefits COLA increase	Staffing	2.793	1.5%		1.345	0.7%		0.507	0.3%
3	Bill 148 - Parental leave and minimum wage	Bill 148	0.774	0.4%		0.094	0.1%			
4	Increase in Security Guard Contract	Other	0.547	0.3%		0.042	0.0%		0.088	0.0%
5	Library collections economic increase	Other	0.498	0.3%		0.510	0.3%		0.523	0.3%
6	Supplies and services economic factor	Other	0.392	0.2%		0.399	0.2%		0.413	0.2%
7	Increase in cost of contracted services	Other	0.386	0.2%		0.529	0.3%		0.560	0.3%
8	Increase in cost of utilities	Other	0.359	0.2%		0.297	0.2%		0.328	0.2%
9	e-Learning Initiative (2nd year annualization)	Staffing	0.050	0.0%						
10	Operating impact of capital projects	Other	0.028	0.0%		0.102	0.1%	9.2	0.902	0.5%
11	Reversal of NYCL bridging strategy (2018)	Reversal of one-time bridging	1.250	0.7%						
12	Reversal of temporary increase DC draw on collections (2017)	Reversal of one-time bridging	0.650	0.4%						
13	Sunday Service Enhancement - Council approval	Approved enhancements	0.416	0.2%		0.416	0.2%			
14	Additional Youth Hubs - Council approval	Approved enhancements	2.0	0.260	0.1%	2.0	0.260	0.1%		
	subtotal - base budget pressures	*2.0*	**8.402**	**4.6%**	*2.0*	**3.994**	**2.1%**	*9.2*	**3.321**	**1.7%**
	Efficiencies & Revenue Increases									
	Expenditure Savings									
15	Benefit savings - claims experience	Staffing	-0.950	-0.5%						
16	Increase gapping from 2.8% to 3.0%	Staffing	-0.503	-0.3%						
17	Line by line review - overtime, travel, etc.	Other	-0.357	-0.2%						
18	Annualization of 2019 Sunday service - Council approved	Approved enhancements	-0.208	-0.1%		0.208	0.1%			
19	Annualization of 2020 Sunday service - Council approved	Approved enhancements				(0.208)	-0.1%		0.208	0.1%
		0.0	**-2.019**	**-1.1%**	*0.0*	**0.000**	**0.0%**	*0.0*	**0.208**	**0.1%**
	Revenue increases									
20	Increase in print revenue due to technological innovation	Other	-0.275	-0.2%						
21	Increase in recovery of project management fees	Other	-0.155	-0.1%		(0.222)	-0.1%		(0.254)	-0.1%
22	Inflationary increase in premium room rentals, tenant leases	Other	-0.067	0.0%		(0.076)	0.0%		(0.077)	0.0%
23	Increase in funding of Collections from DC reserve	Other	-0.041	0.0%		(0.171)	-0.1%			
		0.0	**-0.537**	**-0.3%**	*0.0*	**(0.468)**	**-0.2%**	*0.0*	**(0.331)**	**-0.2%**
	2nd Year of Technological Innovation									
24	Answerline & Community Space Rental Modernization	Staffing	*-3.0*	-0.290	-0.2%					
25	Expansion of technological efficiencies (VOIP, MFD, Pay-for print)	Staffing	*-1.5*	-0.185	-0.1%					
		-4.5	**-0.475**	**-0.3%**						
	subtotal - efficiencies	*-4.5*	**-3.031**	**-1.7%**	*0.0*	**(0.468)**	**-0.2%**	*0.0*	**(0.123)**	**-0.1%**
26	**Base Budget Increase**		*-2.5*	**5.371**	**2.9%**	*2.0*	**3.526**	**1.9%**	*9.2*	**3.198**	**1.7%**
27	**2019 Operating Budget and 2020-2021 Outlook**		*1,732.3*	**187.764**	**2.9%**	*1,734.3*	**191.290**	**1.9%**	*1,743.5*	**194.488**	**1.7%**

SUMMARY BY CATEGORY

Staffing	*-4.5*	0.915	0.5%
Other		1.314	0.7%
Recurring pressures	*-4.5*	**2.229**	**1.2%**
Reversal of one-time bridging		1.900	1.0%
Bill 148		0.774	0.4%
Approved enhancements	2.0	0.468	0.3%
Other pressures	**2.0**	**3.142**	**1.7%**
Base Budget Increase	**-2.5**	**5.371**	**2.9%**

PROGRAM OVERVIEW: 2019
Toronto Public Library

Mission Statement:

Toronto Public Library (TPL) provides free and equitable access to services that meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.
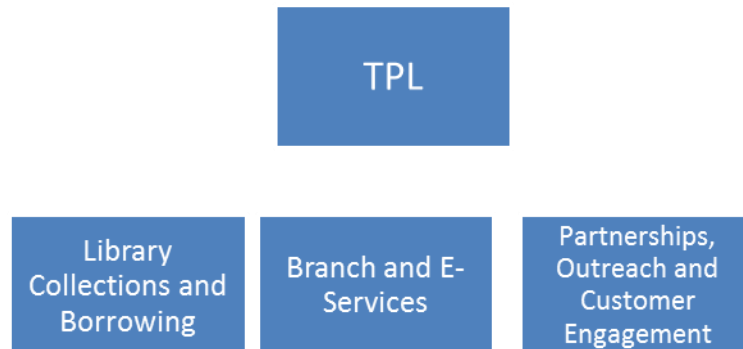
Customer Value Proposition:

I expect my libraries to connect me to high-quality information in all its forms that is accessible, affordable, and convenient, and contributes to the educational, cultural, and economic well-being of my community and to a better quality of life to everyone.

Source: Municipal Benchmarking Network Canada (MBNCanada)

Program Map:

Service Descriptions

Collections and Borrowing: *describes the Library's role in supporting the joy of reading and lifelong learning by providing access to collections in multiple formats and languages.*

Toronto Public Library collects, preserves and makes available a wide range of knowledge, information and ideas through collections in a variety of formats, languages and reading levels that support the informational, educational, and cultural and recreation needs and interests of residents of all ages, backgrounds and abilities.

Branch and E-Services: *describes the importance of both physical branches and the Library's online presence in meeting users' expectations.*

Toronto Public Library is the innovation hub for the City of Toronto offering space for collaboration, study and networking and access to information and technology, which is supported in a number of ways including the introduction of digital innovation hubs in branches.

Branches are neighborhood hubs where residents can access collections, computers, wireless and emerging digital technology, programs and information services provided by expert library staff. Branches provide public space for residents to read, study and work, attend programs, learn and engage with members of the community.

The virtual branch ensures residents can effectively access services and programs online through 24/7 access to library collections, services and information, and a range of self-service options that help residents manage their accounts, including placing and managing holds and paying fines online.

Partnerships, Outreach and Customer Engagement: *includes activities that ensure programs and services are integrated, inclusive and responsive to residents' needs and support equity of access including outreach, engagement, strategic public and private partnerships.*

Partnerships and outreach activities extend access to library services to residents and communities throughout the city, and help to increase awareness and use of library services. Partnerships support the

library in outreach to new audiences and in delivering relevant service at the point of need.

Home library service, bookmobile service and deposit collections serve residents who cannot visit a library branch because of disability or distance.

Volunteers enrich and extend library service and programs, and are provided opportunities to develop employment skills and contribute to the community.

The library engages and consults with residents, stakeholders and communities in the development, delivery and evaluation of library services to deliver excellent and responsive customer service. Outreach and engagement activities in-branch, online, and in the community help inform, raise awareness and encourage use of the library's many services.

Service Outcomes

Toronto Public Library's Strategic Plan 2016-2019 Accountability Framework aligns with the Service Delivery Model and guides the development, monitoring and reporting of the strategic plan. The table below details the service outcomes under each priority area. The Strategic Plan is aligned with City strategic priorities and strategies.

Toronto Public Library Strategic Plan 2016-2019: Priorities and Outcomes

Priorities	Outcomes
Advancing TPL's digital platforms	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.
Breaking down barriers to access and driving inclusion	Torontonians from all walks of life have easy, local access to the library services they want and need.
Expanding access to technology and training	Torontonians have increased access to current and emerging technology, training and expertise to promote digital literacy and inclusion.
Establishing TPL as Toronto's centre for lifelong and self-directed learning	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.
Creating community connections through cultural experiences	Torontonians have improved access to local and citywide cultural experiences to support discovery and creative expression, foster cross-cultural understanding, and enhance social and community connections.
Transforming for 21st century service excellence	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.

Service Types and Levels

Changes in service levels allow the Library to fulfill its legislated mandate to provide free public library service that provides a "comprehensive and efficient public library service that reflects the community's unique needs" (Public Libraries Act section 20a). It also addresses customer demand and areas of strategic focus of the city and the library.

Service	Activity	2018 Service Levels	Proposed 2019 Service Levels
Collections and Borrowing	Acquisitions	Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy providing a broad range of materials that meet the diverse needs of Torontonians.	
		Library Materials Budget: per capita $6.62 Physical collection size: 10,000,000 Physical collection size per capita: 3.4 New physical acquisitions per capita: 0.23 E-collection size: 65 digital resources including products that provide access to online courses and homework help and databases with 100 million articles from general and specialized periodicals. E-books and e-audio books: Access to 445,000 downloadable and streamed copies for adults, youth and children E-music and E-videos: Access to 56,225 downloadable and streamed music titles and 300,000 downloadable and streamed videos Continue to take a leading role in the Canadian Public Libraries for Fair E-book Pricing Campaign to increase service levels efficiently.	Library Materials Budget per capita $6.52 Physical collection size: 9,900,000 Physical collection size per capita: 3.3 New physical acquisitions per capita: 0.22 E-collection size: 62 digital resources including products that provide access to online courses and homework help and databases with 100 million articles from general and specialized periodicals. E-books and E-audio books: Access to 465,000 downloadable and streamed copies for adults, youth and children E-music and E-videos: Access to 56,225 downloadable and streamed music titles and 300,000 downloadable and streamed videos. Refreshing the campaign to focus on access to E-audiobooks.
	Collection Access	A comprehensive, current inventory of physical and virtual materials supports discovery, access and learning by residents. TPLs Circulation and Collection Use Policy provides the framework for access.	
	Public Access to Collections through borrowing	Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy.	
		Collection size per capita: 3.5 Circulation per capita: 10.6 Holds/versus copies based on loan period: 3 week loan: 1 hold to 6 copies 2 week loan: 1 hold to 12 copies 1 week loan: 1 hold to 18 copies Turnover rate of circulating physical collection: 3.9	Collection size per capita: 3.3 Circulation per capita: 10.7 *Same as 2018.* Turnover rate of circulating physical collection: 4.1
	In-library use of materials	Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy	

Collections and Borrowing: Summary of Usage Trends

Service levels respond to continuing demand for physical collections and increasing demand for new and electronic formats.

Library Collections and Borrowing	2017 Actual	2018 Target	% change	2019 Target	% change
Electronic circulation	5,639,413	6,500,280	15.3%	6,825,294	5.0%
Physical circulation[1]	24,459,477	25,000,000	2.2%	25,500,000	2.0%
Electronic and physical circulation[1]	30,098,890	31,500,280	4.7%	32,325,294	2.6%
Total Collections and Borrowing	**30,098,890**	**31,500,280**	**4.7%**	**32,325,294**	**2.6%**

How Toronto Public Library compares

Funding trends, policies and procedures regarding collection use, and the demographic makeup of communities influence circulation. In the context of North American libraries[2] serving populations greater than two million, TPL ranks first in circulation per capita, first in library materials budget per capita and second in collection size per capita.

Library System *in alphabetical order*	Collection Size per capita *Catalogued items*		Library Materials Budget per capita		Electronic Circulation per capita		Physical Circulation per capita		Total Circulation per capita	
	Rank	Level	Rank	Level	Rank	Use	Rank	Use	Rank	Use
Brooklyn	6	1.7	3	3.8	6	0.47	3	5.3	3	5.8
Chicago	4	2.4	6	2.8	5	0.47	5	3.3	7	4.2
County of Los Angeles	7	1.4	5	3.3	8	0.32	6	3.1	5	5.5
Houston	9	1.3	8	2.0	7	0.42	9	1.4	8	2.5
Los Angeles	5	1.7	4	3.4	2	1.46	7	2.6	6	5.0
Miami-Dade	8	1.3	9	1.8	9	0.16	8	1.5	9	1.9
New York	3	2.7	2	5.0	3	1.30	2	6.0	2	7.3
Queens Borough	1	4.2	7	2.7	4	0.48	4	5.3	4	5.7
Toronto	**2**	**3.0**	**1**	**7.2**	**1**	**1.99**	**1**	**9.0**	**1**	**11.0**

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[1] 2017 performance is down because of branch closures for renovations/retrofits, notably the closure of North York Central Library. 2018 performance is expected to increase with the re-opening of North York Central Library and additional branches open on Sunday.

[2] Analysis of the latest data available (FY2017). 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 (2,731,571), followed by Montreal (1,753,034).

Services	Activity	2018 Service Levels	Proposed 2019 Service Levels
Branch and E-Services	In-Branch Services	TPL provides free public access to space and services in accordance with the Public Libraries Act and TPL's Service Delivery Model. Torontonians from all walks of life have easy access to the library services they want and need.	
	Provision of Public Space	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles	*Same as 2018.*
		1 library branch per minimum 25,000 catchment population	*Same as 2018.*
		60,057 square feet of library space per 100,000 population	59,162 square feet of library space per 100,000 population
		Flexible spaces to accommodate 52,682 average daily visits	Flexible spaces to accommodate 55,152 average daily visits
		Library spaces available for use in city emergencies and during severe weather	*Same as 2018.*
	Open Hours	Open hours to reflect TPL's Open Hours Plan as funded in the 2018 operating budget.	Open hours to reflect TPL's Revised Open Hours Plan as costed in the 2019 operating budget.
		Increased geographic access to Sunday service through expanded open hours. Sunday service year round at all district and research & reference branches, and extended Sunday service to 9 additional neighbourhood branches in NIAs or transitioning NIAs, for a total of 42 branches open Sundays.	With Budget Enhancement *pending approval of service funding* to extend Sunday service to 8 additional neighbourhood branches in NIAs or transitioning NIAs, for a total of 50 branches open Sundays; add Monday service at 23 neighbourhood branches, and late evening service at 6 research & reference and district branches.
		9,005 open hours per 100,000 population	*9,031* open hours per 100,000 population
		Library Open Hours: 5,306 weekly hours Neighbourhood Branches: 40-69 hours per week Monday to Sunday 4,041 total weekly hours	Library Open Hours: *5,627* total weekly hours Neighbourhood Branches: 40-69 hours per week Monday to Sunday *4,307* total weekly hours
		District Libraries: 69 hours per week Monday to Sunday 1,173 total weekly hours	District Libraries: 69-70.5 hours per week Monday to Sunday *1,179* total weekly hours
		Research and Reference Libraries: 69 hours per week Monday to Sunday 138 weekly hours	Research and Reference Libraries: 70.5 hours per week Monday to Sunday *141* weekly hours
		Pilot expanded open hours with access to self-service options, such as holds pick-up, library material lending and returns, access to computers, and Wi-Fi at Swansea Memorial and Todmorden Room.	*Same as 2018.*
	Study and Community Use	Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy.	

Services	Activity	2018 Service Levels	Proposed 2019 Service Levels
		Security guards in place to achieve a welcoming and supportive environment and enforce the Library's Code of Conduct and address potential security incidents.	*Same as 2018.*
			Add 3 additional supervisory mobile security units, for a total of 4, for faster response time and support.
		11 Youth Hubs to support youth and address goals of the Toronto Poverty Reduction Strategy	13 Youth Hubs to support youth and address goals of the Toronto Poverty Reduction Strategy
		3 Middle Childhood Discovery Areas (Albion, Fairview, North York Central Library) to support the Toronto and Ontario Middle Childhood Strategy	Add new Middle Childhood Discovery Areas to support the Toronto and Ontario Middle Childhood Strategy
		13 KidsStop Interactive Early Literacy Centres to engage and activate a sense of exploration and discovery while building pre-literacy skills in children birth to 5.	Plan new KidsStop Interactive Early Literacy Centres for 2020 implementation in planned capital projects to engage and activate a sense of exploration and discovery while building pre-literacy skills in children birth to 5.
	Access to Technology	Access to technology in accordance with TPL's Strategic Priority of expanding access to technology to promote digital literacy and inclusion, and advancing the Library's digital platform so that customers have convenient access to a full range of library services through integrated digital platforms and exceptional customer experience at their every point of need.	
		Standard suite of technology services available in branches will be determined.	Standard suite of technology services available in branches.
		65 internet access workstations per 100,000 population with 12,914 average daily users • Download speeds to be determined	64 internet access workstations per 100,000 population with 13,043 average daily users • Download speeds to be determined
		Arduino lending kits at 8 Digital Innovation hub locations	*Same as 2018.*
		Provided the funded service level of distributing 1,000 Wi-Fi Hotspot Lending devices for six month loans from 30 branches in Neighbourhood Improvement Areas (NIA)	Maintain the funded service level of distributing 1,000 Wi-Fi Hotspot Lending devices for six month loans from 30 branches and via community partner agencies in Neighbourhood Improvement Areas (NIA)
		24/7 wireless internet access at all locations Wi-Fi bandwidth speeds of 50 Mbps download / 10 Mbps upload per connection at 94 branches	24/7 wireless internet access at all locations Wi-Fi bandwidth speeds of 50 Mbps download / 10 Mbps upload per connection at 98 branches
		14,986 average daily wireless connections	15,436 average daily wireless connections
		Life-cycle maintenance and upgrades of hardware and software	*Same as 2018.*
		19 Computer Learning Centres in all research & reference and district branches for digital literacy and technology training; 7 Learning Centres have enhanced hardware and software for digital learning and creation	*Same as 2018.*

Services	Activity	2018 Service Levels	Proposed 2019 Service Levels
		1 Fabrication Studio and 1 eLearning Lab for innovative learning models and digital learning and creation at North York Central Library	*Same as 2018.*
		8 Digital Innovation Hubs and 1 Youth Technology Space, plus 7 portable pop-up learning labs to increase access to technology	*Same as 2018.*
		9 audiovisual recording studios	*Same as 2018.*
		Robotics kits at 18 large branches	Robotics kits at 18 large branches and 10 neighbourhood branches.
		One-on-one technology training available through the Book a Librarian Information Service	
		Advance initiatives in the Digital Strategy, including the Business Intelligence project.	Advance initiatives in the Digital Strategy, including the Business Intelligence project and the Learning Management System.
	Information Services	Information services available in all branches to support access to information, collections and services, based on the Service Delivery Model and Staffing Allocation Model Access and is provided free of charge in accordance with the Public Libraries Act. In-branch customers have access to space, reference assistance and technology.	
		7.2 million questions answered per year in response to public demand (2.4 per capita)	7.4 million questions answered per year in response to public demand (2.5 per capita)
		Telephone: at point of contact including online digital channels for user technology support or quick reference and within 24 hours for more complex requests.	*Same as 2018.*
	Programs	Programs are available citywide in accordance with TPL's Programming Policy and address the following strategic priorities: early literacy, literary, information, lifelong learning, cultural experience, and training to support digital literacy and inclusion. Programs are offered at times convenient to a broad range of customers. Equitable access to programs is provided to a diverse population based on demographics and community need. Program quality is supported by clear program descriptions, outcomes and evaluation, and delivered by staff and high quality external partners.	
		Program offerings include: • Early literacy and targeted reading support programs at branches across the City • Regular after school programs • High quality out of school time, March break and summer time programming for children and youth, including camps • Digital privacy and technology training programs and certificate courses delivered by experts • High profile cultural and literary programs and workshops at the Toronto Reference library and across the city • Adult lifelong learning programs in small business, personal finance, health literacy, environmental awareness, etc.	*Same as 2018.*

Services	Activity	2018 Service Levels	Proposed 2019 Service Levels
		• Indigenous programming for all ages • ESL and newcomer programs offered through strategic partnerships • Sunday STEM programming for families • E-learning programming	Increase in Older Adult Programming to align with the City's Toronto Seniors Strategy 2.0 Increase in Sunday programs with additional branches open under the revised Open Hours Plan.
		More than 45,600 annual program hours	More than 50,200 annual program hours
		2,882 average daily program participants	3,083 average daily program participants
		Develop partnerships with technology leaders to support digital literacy programs (CISCO, Google Canada)	*Same as 2018.*
	Room Rentals for Community Groups	Public space rental in accordance with TPL's Community and Event Space Rental Policy. • Space available 25% of time for public booking and 75% for library programming and study space • Same business day verification for availability of space • Space held for 10 days for confirmation of the contract • Provision of premier rental spaces to generate further revenue • Online room booking implemented in 2018	*Same as 2018.*
	Facility Maintenance	Facilities Master Plan to be developed to guide the capital program and align with city priorities and areas of growth and development	*Same as 2018.*
		102 facilities well maintained to promote public safety and use with maintenance issues addressed.	*Same as 2018.*
		AODA requirements for accessibility continue to be addressed in order to meet legislative requirements.	*Same as 2018.*
	Virtual Branch Services	Create an omni-channel experience for customers to access products and services in a seamless and integrated way, offering 24/7 personalized connection with a choice of services delivered when and how customers want/need them.	
		Virtual services provide accessible format for variety of services including: • Access to branch and program information • Self-serve options for account and service management • Program delivery through streaming, interactive video, and audio/video recordings • Virtual exhibits and digital content, including the Digital Archive	*Same as 2018.*

Services	Activity	2018 Service Levels	Proposed 2019 Service Levels
		Web channel provides • New content regularly added, including information about privacy and how the library uses customer information • New web content created in compliance with the AODA's web accessibility requirements.	*Same as 2018.*
			New Indigenous Digital Content Lead in place who will lead the development of Indigenous digital content
		79,892 average daily virtual visits	83,886 average daily virtual visits
		Engage with customers online to support strategic objectives through: • An ongoing social media presence that promotes library programs and services and raises awareness • Promotion, outreach and awareness raising • Delivering information service • Providing readers' advisory service • Delivering digital literacy training • eLearning resources, including Cisco Networking Academy • Improving customer service • Supporting media and public relations • Promoting accessibility for all through social media (blogs and wikis, YouTube, Twitter, Facebook, Pinterest, Instagram, Flickr, E-newsletter) • Branch benchmarks for outreach activities	*Same as 2018.* Introduce an eLearning portal to increase access to online courses and learning resources
	Digitization	Digitization program to provide access to materials including special and archival collections including materials focusing on Toronto neighbourhoods and diverse communities and the province of Ontario	
		247,000 additional items[3] digitized for a total of 2,555,600 items digitized	247,000 additional items digitized for a total of 2,802,600 items digitized

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[3] Digitized items include pictures, pages, maps ephemera and manuscripts.

Branch and E-Services: Summary of Usage Trends

Increased service levels promote expanded digital access and literacy, which ensures residents can effectively access programs and services in-branch and online.

Branch and E-Services	2017 Actual	2018 Target	% change	2019 Target	% change
Virtual Visits[4]	27,712,428	29,160,517	5.2%	30,618,543	5.0%
Workstation Uses[5]	5,715,226	4,468,301	-21.8%	4,512,984	1.0%
Wireless Sessions[6]	4,954,179	5,185,170	4.7%	5,340,725	3.0%
In-person visits[5]	17,370,032	18,228,057	4.9%	19,082,477	4.7%
Information Requests[5]	6,946,358	7,243,990	4.3%	7,441,836	2.7%
Program Attendance[5]	958,731	997,074	4.0%	1,066,869	7.0%
Holds Available for Pick-Up	4,394,366	4,481,947	2.0%	4,593,996	2.5%
Number of Room Bookings	47,738	49,100	2.9%	49,150	0.1%
Total Branch and E-Services	**68,099,058**	**69,814,156**	**2.5%**	**72,706,580**	**4.1%**

How Toronto Public Library compares

In the context of North American libraries[7] serving populations greater than two million, TPL ranks second in virtual visits and first in in-person visits, number of programs, and program attendance per capita.

Library System *in alphabetical order*	Virtual Visits per capita		In-person Visits per capita		Number of Programs per capita		Program Attendance per capita	
	Rank	*Level*	*Rank*	*Use*	*Rank*	*Level*	*Rank*	*Use*
Brooklyn	6	1.7	3	3.8	6	0.47	3	5.3
Chicago	4	2.4	6	2.8	5	0.47	5	3.3
County of Los Angeles	7	1.4	5	3.3	8	0.32	6	3.1
Houston	9	1.3	8	2.0	7	0.42	9	1.4
Los Angeles	5	1.7	4	3.4	2	1.46	7	2.6
Miami-Dade	8	1.3	9	1.8	9	0.16	8	1.5
New York	3	2.7	2	5.0	3	1.30	2	6.0
Queens Borough	1	4.2	7	2.7	4	0.48	4	5.3
Toronto	**2**	**3.0**	**1**	**7.2**	**1**	**1.99**	**1**	**9.0**

TPL performance is in line with library trends. An analysis of five-year trends from 2013 to 2017 shows:
- Visits are declining, an average decrease of 12.4%. New York Public Library (-3.6%) reported the smallest drop, followed by Toronto (-6.0%).
- Virtual visits are increasing, an average increase of 6.1%. Toronto increased 3.4%.
- Programs offered are increasing, an average of 137.2%. Toronto increased 37.4%.
- Program attendance is increasing, an average of 119.7%. Toronto increased 18.6%.

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[4] 2018 and 2019 virtual visits are expected to increase with initiatives from the Digital Strategy.

[5] 2017 performance is down because of branch closures for renovations/retrofits, notably the closure of North York Central Library. 2018 performance is expected to increase with the re-opening of North York Central Library and additional branches open on Sunday.

[6] Wireless use is expected to increase because of added bandwidth and speed; the prevalence of affordable mobile devices with Wi-Fi capability and more online services.

[7] Analysis of the latest data available (FY2017).

Service	Activity	2018 Service Levels	Proposed 2019 Service Levels
Partnership, Outreach and Customer Engagement	Partnerships	Partnerships developed and maintained with public and private sector partners to advance key City and Library strategic priorities, driven by memorandum of understanding (MoU), outcome measures and KPI's for major partnerships. Sample partnerships: **City**: Public Health to deliver health promotion with health zones in 10 branches serving NIAs, Business Inc. **Cultural**: TD Gallery installations. Museum + Arts Pass to provide access to cultural venues. Sun Life Financial Musical Instrument Lending Library to provide access to musical instruments and programming. **Government**: Library Settlement Partnership with Citizenship and Immigration Canada, community agencies and TPL **Learning**: CISCO, Maker Festival and Alzheimer's Society of Toronto, OCAD, TD Summer Reading Club, Brookfield Institute, Ryerson University **Technology:** CICSO, TPL Innovation Council, City of Toronto, TTC, Rogers	
	Outreach	Annual outreach targets for each branch met	Annual outreach targets for each branch met
	Programs	Programs delivered in schools and community locations to facilitate outreach and deliver on strategic objectives: • 100% of schools in Toronto Strong Neighbourhoods 2020 areas reached through Kindergarten, Grade 4 and High School Outreach. • Outreach in community settings, including local universities and colleges to promote e-content • Pop-up programs in community settings • Community librarians at Toronto Employment and Social Services (TESS), shelters and detention centres • Innovators in Residence Program	*Same as 2018.* • Community librarians working at TESS, TSSHA, detention centres, and other local service providers (i.e, COSTI, Rexdale Women's Health Centre, John Howard Society).
	Bookmobile and Home Library Service	Bookmobile and Home Library Service provided in accordance with Service Delivery Model to address geographically isolated communities or the needs of homebound users.	
		Bookmobile: 42.75 weekly hours Monday to Saturday	*Same as 2018.*
		13,632 home visits to deliver materials	13,732 home visits to deliver materials
		28 Bookmobile stops with Wi-Fi access in the new bookmobiles	*Same as 2018.*
		Shelter outreach with the bookmobile in partnership with external agencies	*Same as 2018.*
	Volunteer Services	Volunteer recruitment and management in accordance with the Volunteer Management Practice Policy.	

		Volunteers support 6 programs focusing on literacy and technology including programs for children in the middle years, including Adult Literacy, Leading to Reading and Youth Advisory Groups.	*Same as 2018.*
		2,781 volunteers: 72% of volunteers aged 13-24	2,808 volunteers
		93 active volunteers per 100,000 population 74,374 volunteer hours	93 active volunteers per 100,000 population 75,862 volunteer hours
		Provide consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs.	*Same as 2018.*
		Youth Advisory Groups active in 40 locations	*Same as 2018.*
	Customer Engagement	Residents and communities consulted in accordance with TPL's Public Consultation Policy on service development including strategic plan, capital projects, major renovations, and the ongoing evaluation of library services and programs.	*Same as 2018.*
		Feedback and customer service is available in a range of accessible formats in compliance with the AODA's requirements and City service standards.	*Same as 2018.*
		Customer Feedback acknowledged in two days with a response in the format chosen by resident if requested, and through social media	*Same as 2018.*
		Telephone calls returned within one business day.	*Same as 2018.*
		Voicemails cleared daily or appropriate absence messaged.	*Same as 2018.*
		Callers not transferred to voicemail.	*Same as 2018.*
		Emails acknowledged within two business days.	*Same as 2018.*

Partnerships, Outreach and Customer Engagement: Summary of Service Levels

Increased service levels provide access to services and programs that are integrated, inclusive and responsive to residents' needs through targeted outreach efforts, and volunteer opportunities provide valuable pre-employment opportunities for residents including youth.

Partnerships, Outreach and Customer Engagement	2017 Actual	2018 Target	% change	2019 Target	% change
Registered Cardholders[8]	991,235	961,498	-3.0%	961,498	0.0%
Attendees at outreach programs and community engagement events	99,269	99,519	0.3%	99,769	0.3%
Children registered for TDSRC[9]	37,189	37,746	1.5%	38,312	1.5%
Volunteer hours[8]	73,486	74,374	1.2%	75,862	2.0%
Bookmobile visits[10]	16,034	16,836	5.0%	17,677	5.0%
Home Library Service visits	13,665	13,632	-0.2%	13,732	0.7%
Partnerships developed and maintained	830	837	0.8%	844	0.8%
Customer feedback comments	5,283	4,832	-8.5%	5,032	4.1%
Email and Social Media activity[11]	2,778,078	19,375,609	597.4%	21,350,661	10.2%
Total Partnerships and Outreach	**4,015,069**	**20,584,883**	**412.7%**	**22,563,387**	**9.6%**

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[8] 2018 projected decrease in registered cardholders is due to a policy change. Purging of membership records now done after 2 rather than 3 years of inactivity to improve data accuracy, resulting in more records purged.

[9] Performance is expected to grow due to increased outreach efforts.

[10] 2017 Bookmobile use is down due to mechanical issues throughout the year, so service provided by the smaller sprinter vehicle. 2018 and 2019 visits are expected to increase with the new Bookmobile vehicle and the availability of wireless.

[11] Email and Social Media statistics for 2018 and onwards reflect new measures that gauge audience and reach, engagement and fulfilment on eight social media platforms and email newsletters.

2019 Service Deliverables:

The draft 2019 Operating Base Budget of $187.763 million net ($206.985 million gross) with Budget Enhancements of $3.347 million net and gross will advance the TPL Strategic Plan and outcomes and support City strategic initiatives e.g. Seniors Strategy, Poverty Reduction Strategy, Toronto Strong Neighbourhoods Strategy 2020. Funding will support:

Library Collections and Borrowing
- Development and maintenance of a collection of 10 million items in a variety of languages, reading levels and formats including print, audio- visual and e-content to promote accessibility and respond to community needs, with an annual circulation of 32 million items and information resources to support 1.9 million reference requests on a variety of subjects.

Branch and E-Services
- Enhancements for 2019 include the following:
  - Sunday service from September to June at 8 additional branches so that all neighbourhood branches in and adjacent to Neighbourhood Improvement Areas (NIAs) are open on Sunday. This will bring the total number of branches with Sunday service up to 50 from 42.
  - Establish Monday service at 24 Neighbourhood branches, 12 of which serve Neighbourhood Improvement Areas (NIAs).
  - Pilot late evening service from 8:30 to 10 p.m. at 6 Research & Reference and District branches.
  - eLearning Initiative enhancement to expand the offerings of the Let's Learn Tech Online courses for Technology Job Skills.
  - Through funding from the city's Poverty Reduction Strategy establish 2 new Youth Hubs at branches in Neighbourhood Improvement Areas, for a total of 13 Youth Hubs. Youth Hubs provide safe after school space for all youth, ages 13-19, to do homework with tutors, hang out, play, and participate in events, programs and technology workshops.
- Provide 272,741 open hours per year at 100 branches to support 19 million in-person visits, 4.5 million workstation user sessions and 5.3 million wireless sessions with expanded access to technology in library branches. A review of access to technology in library branches is planned to understand current and future needs. Development and delivery of a suite of programs to support reading, literacy, learning and culture with an annual attendance of more than 1 million.
- Virtual library services to support over 30.6 million annual website visits. Services include collections, programs and access to user accounts with new self-service features including online fines payment, and access to reference e-collections. Strategic directions include the redesign of the library's virtual services for children and youth, library programs offered online, and increased access to e-content including books, audio and digitized collections, content co-creation, and an eLearning portal to increase access to online courses and learning resources.
- Under the leadership of and close collaboration with TPL and with participating Ontario libraries, Nordicity developed the Bridge Technology Services Assessment Toolkit (Bridge), to support Ontario public libraries' ability to deliver technology services more efficiently and with greater impact. Bridge is a customizable web-based solution for libraries to capture and analyze performance and outcome data on technology services. TPL is working with libraries from across Ontario to ensure the seamless implementation of Bridge, following the succesful pilot in 2017-2018 at 8 public libraries (small, medium, large, urban, rural and Indigenous) from across Ontario. In 2019, the toolkit will be rolled out to a wider group of Ontario libraries (beta group of 30-50 library systems). With the future provision of Bridge to all Ontario public libraries, the library sector will be able to build on the collective capacity to deliver services that are responsive to the rapidly changing technology landscape and to the unique needs of their communities.

- The library's Digital Strategy and 2019 deliverables focus on four key areas to modernize the customer experience, make the library more nimble, responsive and efficient.
  - o Creating the omni-channel experience.
  - o Accessing and using information.
  - o Leverageing the cloud.
  - o Investing in employees.

Partnership, Outreach and Community Engagement

- Development and delivery of a suite of library programs to support literacy, lifelong learning and access to culture with emphasis on literacy for children and youth at community locations.
- Outreach strategies through a range of accessible channels to increase awareness and use of library services among diverse communities.
- Develop and maintain partnerships with public and private sector agencies to deliver safe and inclusive programs and services to Indigenous, marginalized, and vulnerable communities and to persons living in transitional housing.

2018 Key Accomplishments:

In 2018, Toronto Public Library's accomplishments will reflect achievements related to the Strategic Plan Workplan and include:

- Advanced strategies to address the City's Poverty Reduction Strategy.
  - o Added 2 new Youth Hubs at Downsview and Flemingdon Park, for a total of 11 Youth Hubs, with plans to add more Hubs in branches in 2019. Social worker position for the Malvern Youth Hub has been filled and Youth Hub Librarians have been recruited.
  - o Sunday service from September to June at 9 additional branches so that all neighbourhood branches in and adjacent to Neighbourhood Improvement Areas (NIAs) are open on Sunday. This will bring the total number of branches with Sunday service up from 33 to 42.
  - o Full-year Sunday service expanded to an additional 5 branches, for a total of 19 locations providing year-round service.
  - o Wi-Fi Hotspot Lending, launched in 2016 in partnership with the City, Google Canada and Rogers, the 2018 budget enhancement secured operating funding for 1,000 devices available for six month loans. Additional devices were supported through the donor partnership and funding ends in 2018. Units were distributed at 30 branches and 1 service point, focusing on families living in high-needs areas, including additional units for distribution by Community Librarians.
- Ongoing implementation of TPL's Indigenous Strategies
  - o Collection buildup of Indigenous materials at 6 locations in progress.
  - o Indigenous programming expanded to year round: 20 programs with Indigenous content delivered in Q1; and another 26 in Q2.
- Completed Phase 1 renovations of North York Central Library. Floors 1 through 3 reopened July 5, 2018. This includes the Circulation/Browsery Department, Children's and Teen Zone on the first floor, the Creation Loft (Digital Innovation Hub and Fabrication Studio) on the second floor and the Language, Literature and Fine Arts Department on the third floor.
- Expanded access to technology across the system:
  - o Maker Festival in July attracted close to 15,000 visitors to TRL over two days.
  - o Digital Literacy Day May 31 – the Library partnered with CoT to develop and implement with 35 partners, hosting launch, 80 programs at 50 branches as well as outreach and online activities. Digital Literacy Day showcased Toronto's leadership role in the technology, the

organizations that lead this work, and the importance of digital literacy as a critical skill for all. The library reached over 1,200 people.

- o Digital Innovation Hubs added at North York Central Library and Richview branch, for a total of 8 Hubs providing access to 3D printers, maker technology, digital design software and innovation programs at branches across the City.
- o Arduino lending kit pilot launched in May 2018 and will be evaluated in the Fall of 2018.
- o Implemented three Let's Learn Tech Online courses for Technology Job Skills. These free, interactive, self-paced courses from Cisco Networking Academy introduce users to important technology concepts and help develop career advancing skills. The soft launch before public announcement on Digital Literacy Day saw over 400 participants. In-person programs will roll out by end of 2018.
- Added 2 new KidsStop Interactive Early Literacy Centres at Agincourt and North York Central Library, for a total of 14 across the system. These unique spaces are fun, literacy-rich, tactile learning environments for children birth to five and their caregivers to learn and play together; and feature a wide range of interactive learning stations based on Ready for Reading principles.
- Implemented one year pilot of Extended Open Hours at Swansea Memorial and Todmorden branches, installation of hardware and state of good repair work completed for pilot.
- Increase in service and activity levels at library branches of 18.2 million visits, 29.1 million website visits and 31.5 million in total circulation.
- Ongoing or completion of the Operational Efficiencies pilot project that includes investments in automation, technology and printing hardware, allowing for budget savings. Initiatives include:
  - o Conversion of the current land-line phone system to VOIP (voice over Internet protocol) technology at largest locations.
  - o Hardware refresh of staff PCs completed for 95 branches.
  - o Replaced public, staff and shared printers, scanners, fax machines and copiers with more efficient Multi-Function Devices and improved payment processes for public printing, with roll-out of new Pay For Print system.
- Advanced the capital and state-of-good-repair projects for 2018.
  - o Humber Summit renovation completed, branch opened January 2018. Richview construction completed April 2018 and branch reopened in May 2018.
  - o Multiple projects are underway including St. Clair/Silverthorn, Wychwood, Albert Campbell York Woods, Guildwood; Multi-branch projects including Parliament, Parkdale, St. James Town and Pleasant View.
- Expand digital collections to include new and innovative products and promote through targeted outreach
  - o Launched Self-e, an e-book platform for self-published ebooks, averaging 200 sessions per month
  - o Expanded use of Brainfuse tutoring database through targeted outreach, with useage increased by 282% to 36,000 sessions.
- Under the leadership of and close collaboration with TPL and with participating Ontario libraries, Nordicity developed the Bridge Technology Services Assessment Toolkit (Bridge), to support Ontario public libraries' ability to deliver technology services more efficiently and with greater impact. Bridge is a customizable web-based solution for libraries to capture and analyze performance and outcome data on technology services. In 2017-2018, the toolkit was piloted at 8 public libraries (small, medium, large, urban, rural and Indigenous) from across Ontario.
- TPL began implementation of its 42 strategies for Indigenous Initiatives including: establishing an Indigenous Advisory Council; launching land acknowledgement statements; introducing the Elder in Residence program; expanding Indigenous programming to year round; and expanding Native People's Collections at 6 locations.

Performance Measures & Benchmarking

Performance Measures:

Toronto Public Library delivers services at 100 branches across the City; services include access to collections, information services, collaborative and study spaces, programming and technology to address demand from Toronto's diverse population.
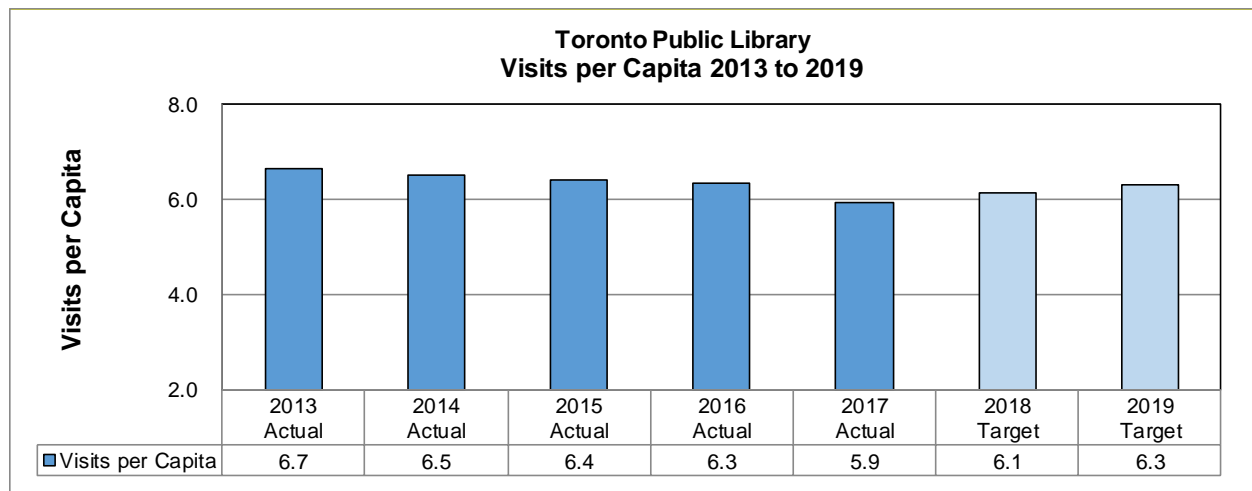
Performance Measures	Trend	10-year change (2008 – 2017)
Total Use*	⇧	10.7%
In-person Visits	⇧	7.4%
Total Circulation	⇧	1.0%
Virtual Visits	⇧	34.5%

* Total Use includes non-electronic circulation, in-library use, program attendance, standard reference requests, in-person visits, workstation users, wireless use, electronic reference requests, licensed database searches, electronic circulation and virtual visits.

Effectiveness:

Visits per Capita

- The number of visits are influenced by open days in each calendar year, branch renovations and branch closures.
- 2019 visits are expected to increase to 19.1 million or 6.3 visits per capita. Total visits increased in 2018 as a result of North York Central's opening in July following a 19-month renovation closure, and additional Sunday open hours. North York Central Library accounts for 7.4% of total annual visits. 2019 visits are expected to increase with North York Central Library fully operational and additional service open hours; as well as visits to large events hosted by the Library such as the Toronto Comic Arts Festival, the Maker Festival and the Open Data Hackathon. Visits reflect a range of branch uses including individual and group study and meeting room space.
- 2016 had 349 days of service, compared to 345 in 2017, and 346 in 2018 and 2019.

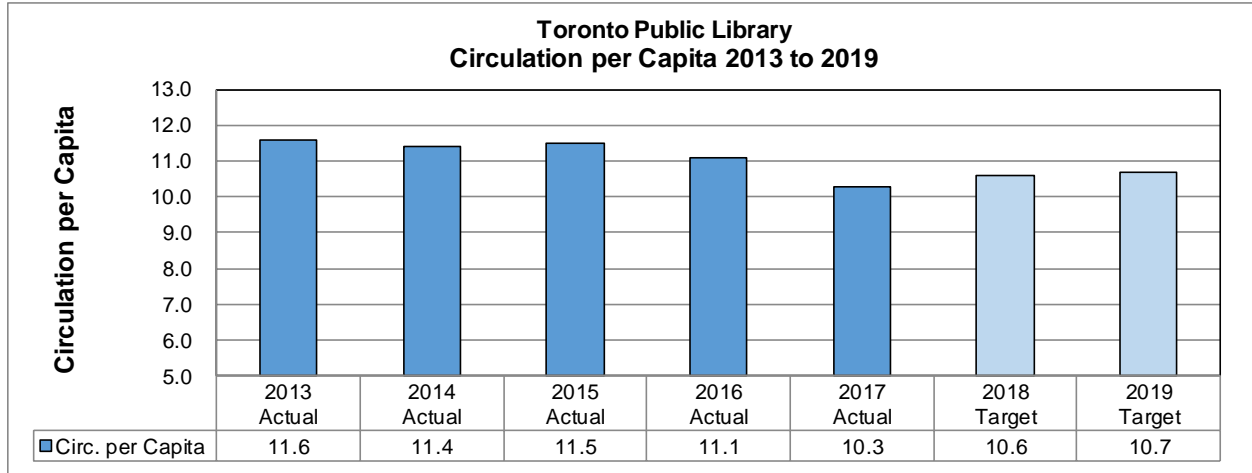Toronto Public Library Visits per Capita 2013 to 2019

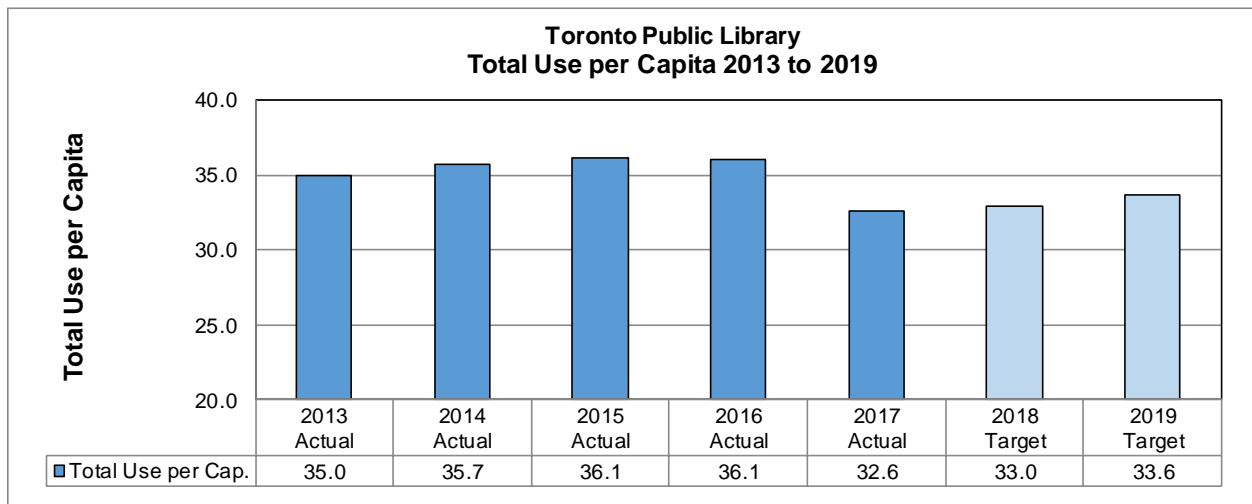|	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target
Visits per Capita	6.7	6.5	6.4	6.3	5.9	6.1	6.3

Circulation per Capita

- Collections are offered in a broad range of formats, languages, reading abilities and subjects to respond to the diverse needs of Toronto residents.
- 2019 circulation is projected to increase to 32.3 million or 10.7 per capita, with the full operation of North York Central Library. Electronic circulation increasingly accounts for a larger proportion of overall circulation, a trend expected to increase as more material becomes available. The electronic collection has expanded with the addition in 2018 of Canadian Online, BiblioBoard and SELF-e, and improved access to digital music and video streaming. Total circulation increased in 2018 as a result of the re-opening of North York Central Library, which accounts for 5.6% of physical circulation.

Toronto Public Library
Circulation per Capita 2013 to 2019

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target
Circ. per Capita	11.6	11.4	11.5	11.1	10.3	10.6	10.7

Total Use per Capita

- 2019 total use of Library services is expected to increase to 101.5 million or 33.6 uses per capita. Total use includes both branch based activity and virtual access. The increase in total use is related to the re-opening of North York Central Library, additional Sunday open hours, the growing use of wireless service in branches; as well as an anticipated increase in workstation users and visits. The increase in virtual use is related to the increase in website visits and electronic circulation.

Toronto Public Library
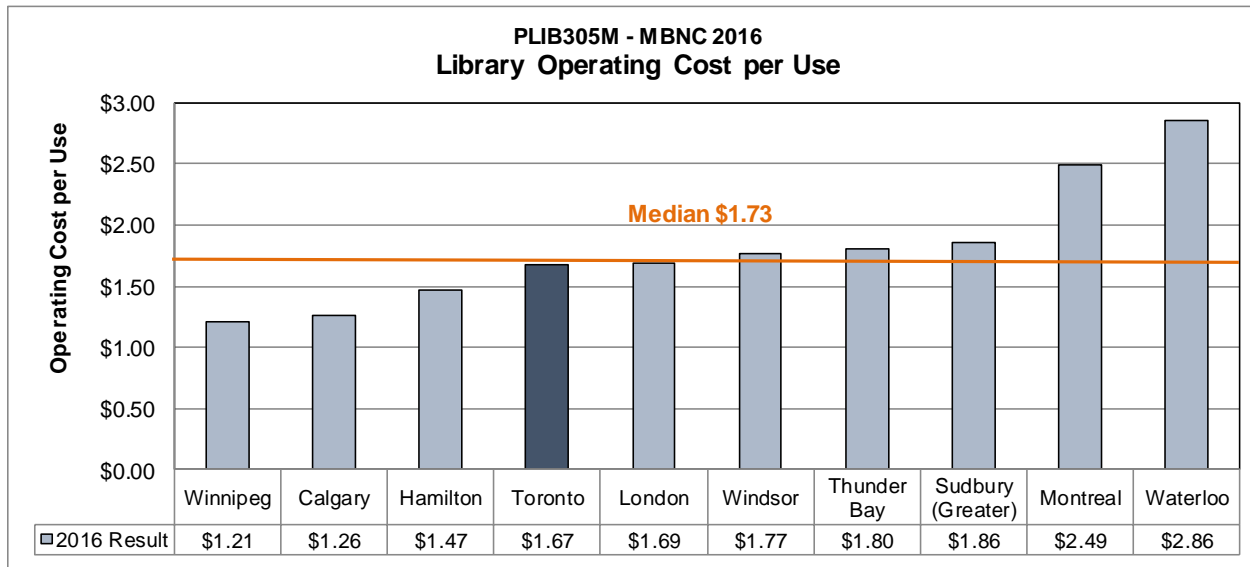**Total Use per Capita 2013 to 2019**

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target
Total Use per Cap.	35.0	35.7	36.1	36.1	32.6	33.0	33.6

Efficiency:

- Toronto Public Library offers a comprehensive range of services in a large urban setting yet ranks fourth in cost per use when compared to other Ontario public libraries. Among North American libraries serving a population greater than 2 million, Toronto Public Library has the highest total visits (visits per capita); the highest total circulation (circulation per capita) and the highest electronic visits (electronic visits per capita).

- Toronto Public Library services are an economic driver for Toronto and provide residents with a strong return on investment. Toronto Public Library creates over $1 billion in total economic impact for the City. An average household pays an estimated $123 in property taxes for library services. A family with 3 library cards receives $1,500 in benefits, almost 13 times the value of that household's investment.

- Toronto Public Library's 2016 operating cost per use was $1.67 down from $1.71 in 2015. 2017 operating cost per use will be available in November 2018.

PLIB305M - MBNC 2016
Library Operating Cost per Use

	Winnipeg	Calgary	Hamilton	Toronto	London	Windsor	Thunder Bay	Sudbury (Greater)	Montreal	Waterloo
2016 Result	$1.21	$1.26	$1.47	$1.67	$1.69	$1.77	$1.80	$1.86	$2.49	$2.86

Median $1.73

2019 Operating Budget Submission
Toronto Public Library Board

September 24, 2018

TORONTO PUBLIC LIBRARY

Ranking & Satisfaction

#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
- Circulation per capita
- Total Visits
- Visits per capita
- Electronic Visits
- Electronic Visits per capita

Serving a population over 2 million (2017)

#1
Canada*
- Total circulation
- Total Visits
- Electronic Visits

(#2 Electronic Visits per capita)

Serving a population over 500,000 (2016)

Well-Used
Torontonians use their libraries in large numbers.

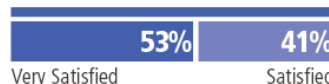**70%** of Torontonians used the library in 2015

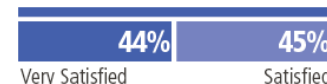**1 in 5** Torontonians visit a library branch at least once a week

39% Very Satisfied	56% Satisfied

Responsive : 95%
Library customers are overwhelmingly satisfied with the Toronto Public Library.

53% Very Satisfied	41% Satisfied

Helpful : 94%
Customers are pleased with the level of assistance from library staff.

44% Very Satisfied	45% Satisfied

Welcoming : 89%
Library customers overwhelmingly agree that libraries offer an attractive environment.

77% Strongly Agree	15% Agree

Valued : 92%
Public libraries are an important resource for Toronto's communities.

Context of Budget Request

Increasing Demand

In 2017, Torontonians visited the library and used services in large numbers:

17.3 million
visits to branches

27.7 million
visits to tpl.ca

30.1 million
items borrowed

958,731 people attended
42,490 programs

12.2% increase
in the use of e-Collections

4.9 million wireless sessions
5.7 million computer uses

Usage Trends

2008-2017

10.7%
increase

⬆ **39.7%** Program attendance

⬇ **- 10.1%** Standard reference requests

⬆ **780.8%** Wireless use

⬇ **- 30.0%** In-library use

⬆ **3.9%** Workstation user sessions

⬆ **7.4%** Visits

⬆ **1.0%** Total circulation

⬆ **34.5%** Electronic visits

4

Efficiencies

Results

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

Technological Efficiencies

- ▶ While meeting steadily increasing demand
- ▶ With high customer satisfaction
- ▶ Net budget increases of 2.9%

Increased open hours
535 hrs/week of open hours added since 2007

Shorter delivery times due to early morning deliveries
From **7 days** to **3 days**

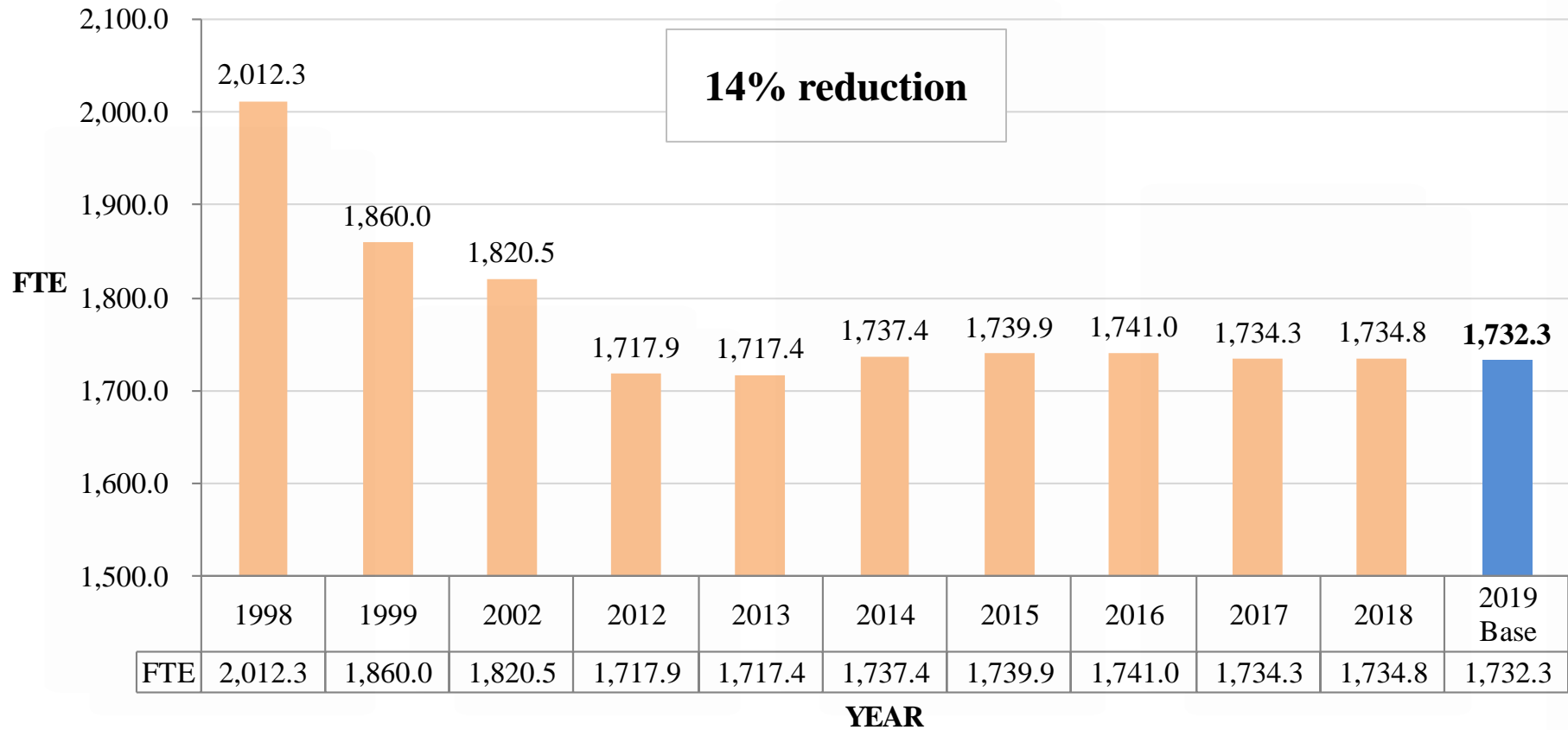**Reduced cycle time of materials processing**
From **4-6 weeks** to **2-3 days**

Improved customer service
Shorter wait times for materials, staff freed up to deliver **higher value services** to customers
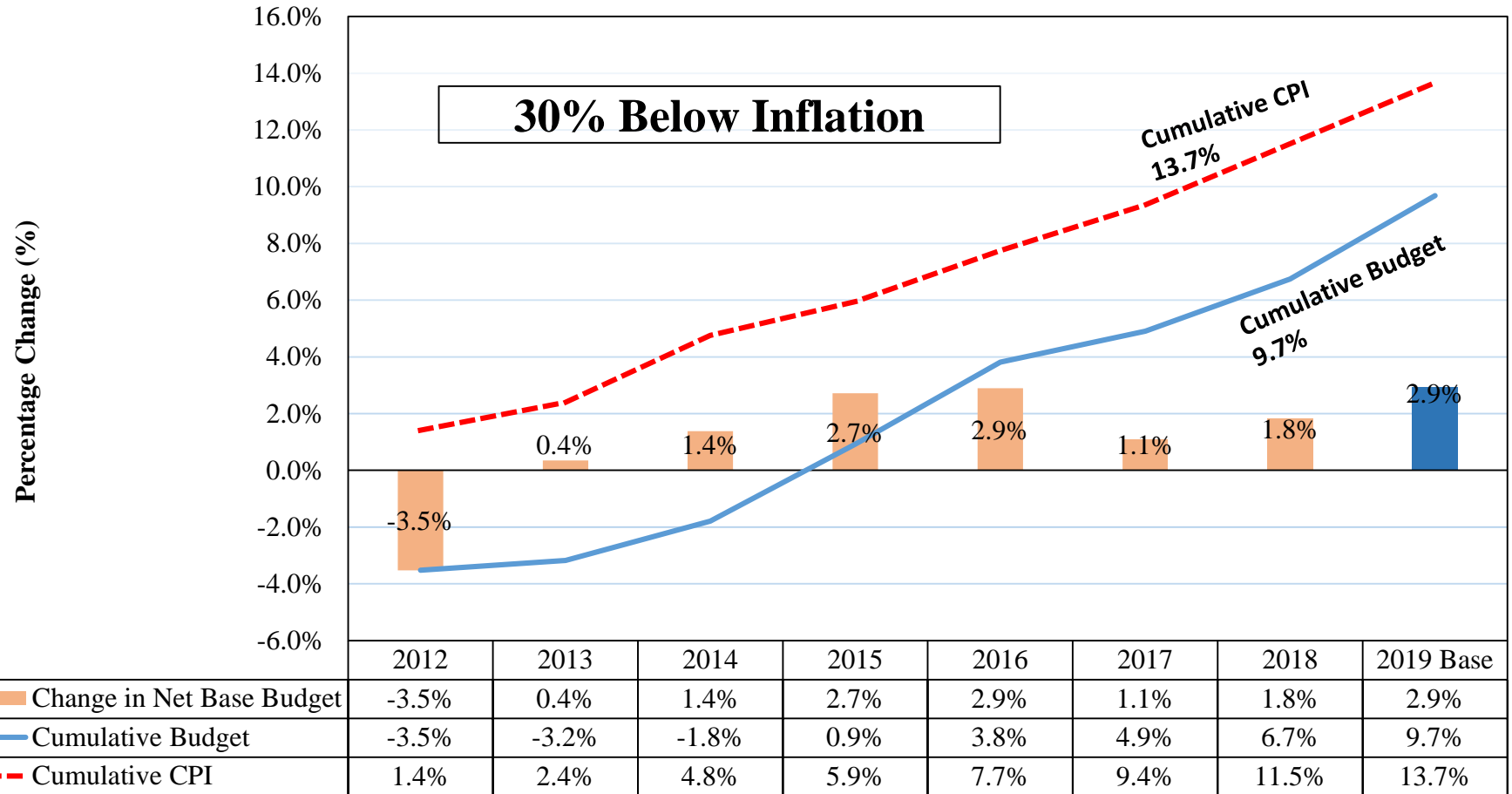
5

History of Staff Changes

YEAR	1998	1999	2002	2012	2013	2014	2015	2016	2017	2018	2019 Base
FTE	2,012.3	1,860.0	1,820.5	1,717.9	1,717.4	1,737.4	1,739.9	1,741.0	1,734.3	1,734.8	1,732.3

14% reduction

History of Budget Increases

Chart 2: Net Budget Change vs CPI (inflation)

30% Below Inflation

	2012	2013	2014	2015	2016	2017	2018	2019 Base
Change in Net Base Budget	-3.5%	0.4%	1.4%	2.7%	2.9%	1.1%	1.8%	2.9%
Cumulative Budget	-3.5%	-3.2%	-1.8%	0.9%	3.8%	4.9%	6.7%	9.7%
Cumulative CPI	1.4%	2.4%	4.8%	5.9%	7.7%	9.4%	11.5%	13.7%

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

- **96% of 2018 initiatives on track** for completion in 2018
  - Implementation of TPL's Indigenous Strategies
  - Development and implementation of an eLearning Vision and Services
  - Creation of a new membership model and outreach plan
  - Expand digital collection and promote through targeted outreach
  - Improving public infrastructure through State of Good Repair program

Summary

	Net ($ millions)	%	FTE
2018 Operating Budget	182.393		1,734.8
Recurring cost pressures	2.229	1.2%	(4.5)
Other base cost pressures	3.142	1.7%	2.0
Base Budget Increase	**5.371**	**2.9%**	**(2.5)**
2019 Operating Base Budget	**187.764**	**2.9%**	**1,732.3**

Totals may not add due to rounding
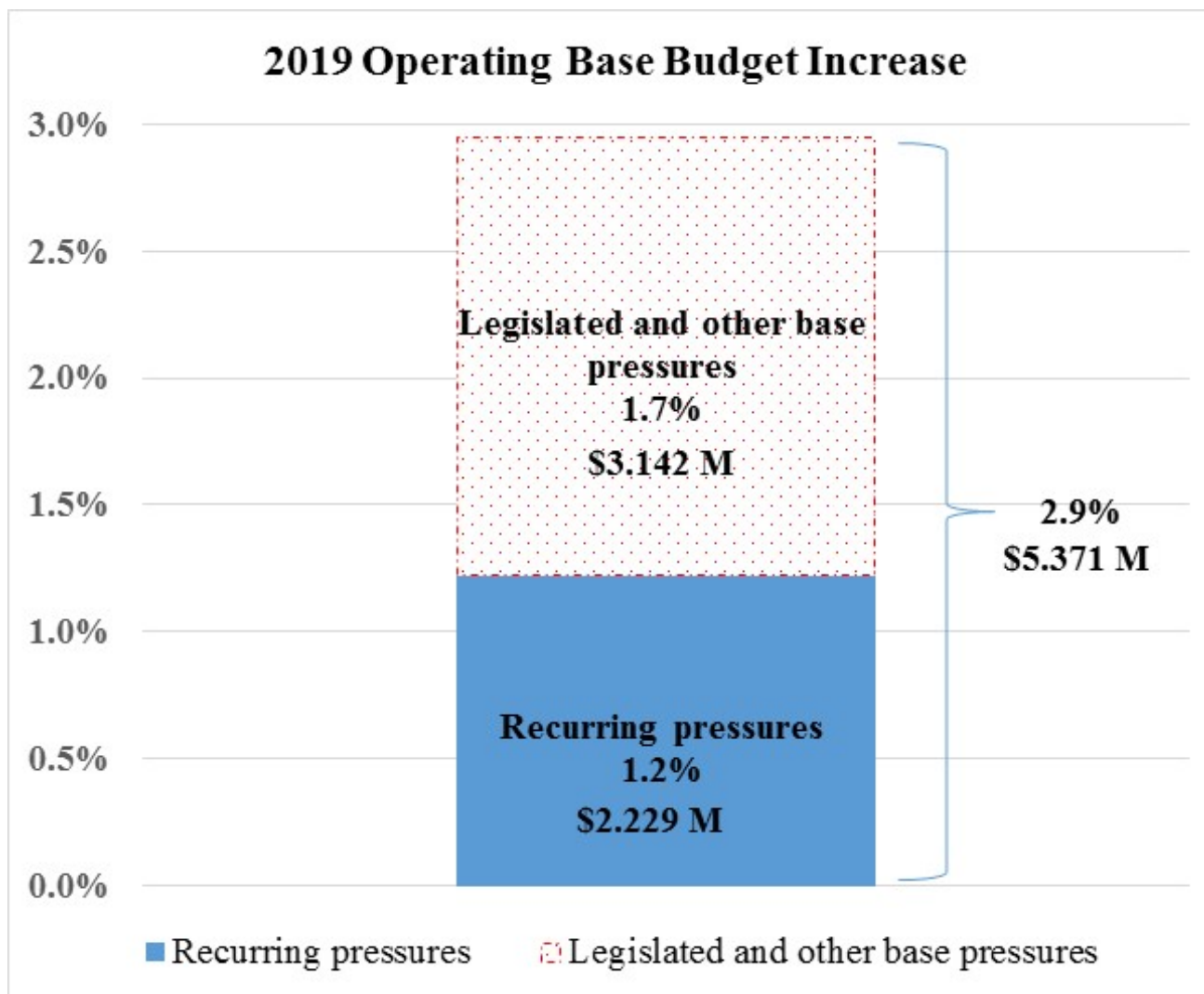
2019 Operating Budget

Recurring Base Pressures

	Net ($ millions)	%
Staffing-related budget pressures and reliefs	0.915	0.5%
Non-staffing related budget pressures and reliefs	1.314	0.7%
	2.229	1.2%

2019 Operating Budget

Staffing-related pressures and reliefs

	Net ($ millions)	%
Salary and benefits COLA increase	2.793	1.5%
e-Learning Initiative (2nd year phased implementation)	0.050	0.0%
Benefit savings - claims experience	(0.950)	-0.5%
Increase gapping from 2.8% to 3.0%	(0.503)	-0.3%
Answerline & Community Space Rental Modernization	(0.290)	-0.2%
Expansion of technological efficiencies (VOIP, MFD, Pay-for print)	(0.185)	-0.1%
	0.915	0.5%

Non-staffing related pressures and reliefs

	Net ($ millions)	%
Increase in security guard contract	0.547	0.3%
Library collections economic factor	0.498	0.3%
Supplies and service economic factor	0.392	0.2%
Increase in cost of contracted services	0.386	0.2%
Utilities economic factor	0.359	0.2%
Operating impact of capital projects	0.028	0.0%
Line by line review - energy saving loan, overtime, travel, etc.	(0.357)	-0.2%
Increase in print revenue due to technological innovation	(0.275)	-0.2%
Increase in recovery of project management fees	(0.155)	-0.1%
Inflationary increase in premium room rentals, tenant leases	(0.067)	0.0%
Increase in funding of Collections from DC reserve	(0.041)	0.0%
	1.314	0.7%

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Service Reductions to Meet City Budget Target

City Budget Target = 0% increase

	Net ($ millions)	%	FTE
Minor Service Reductions			
Defer Council-approved 2019 Sunday Service enhancement	(0.208)	-0.1%	-
Defer Council-approved 2019 Youth Hubs enhancement	(0.260)	-0.1%	(2.00)
	(0.468)	**-0.3%**	*(2.00)*
Major Service Reductions	**(4.903)**	**-2.7%**	*(37.59)*
	(5.371)	**-2.9%**	*(39.59)*

2019 Operating Budget

Budget Enhancements – Open Hours Plan

- More branches with seven–day weekly service
- Late night hours to midnight five nights per week at R&R and District branches
- Extended Sunday hours
- Total cost is $18.258 million, phased over four years
- 2019 costing: $3.347 million ($5.578 million full year)
    - represents the first phase of the Open Hours Plan implementation

Budget Enhancements – Open Hours Plan

Implementation Plan 2019-2022

Table 8: Open Hours Plan Costing by Phase ($ millions)

	2019		2020		2021		2022		Total	
	FTE	**Net**	**FTE**	**Net**	**FTE**	**Net**	**FTE**	**Net**	**FTE**	**Net**
Phase 1 - Open Hours	40.9	3.347		2.231					40.9	5.578
Phase 2 - Maximize Hours			56.1	4.350		2.885			56.1	7.235
Phase 3 - Finalize Implementation						3.267		2.178	-	5.445
Total	40.9	**3.347**	56.1	**6.581**	-	**6.152**	-	**2.178**	97.1	**18.258**

- 10.0% net increase to the Library's operating budget
- 20.0% increase in open hours at 58,000 additional hours annually

2019 Operating Budget

Next Steps

- **Oct 10 – City Manager/CFO Review**
- **Oct 29 – TPL Board Meeting**
- **Nov 19 – TPL Board Meeting**
- **Dec 10 – TPL Board Meeting**
- January 2019 – Budget Committee – Budget Launch
- TBD:
  - Budget Committee informal reviews
  - Budget Committee Review
  - Executive Committee
  - City Council Approval
  - Board Adoption of Council Approved Budget