



Hamilton
Public
Library

HPL's Strategic Plan Environmental Scan – Comparative Metrics

October 2016

F R E E D O M T O D I S C O V E R

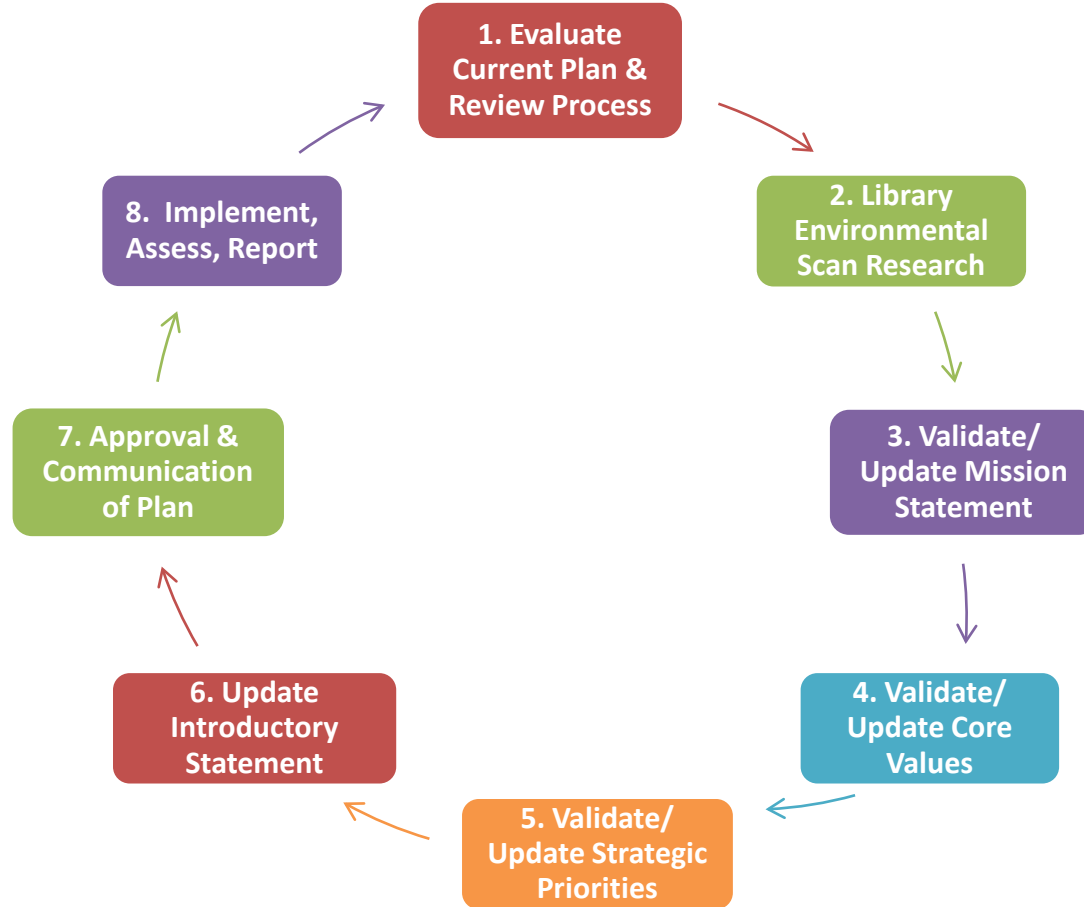
HPL.CA

Paul Takala, Chief Librarian/CEO



Process to Follow for new Strategic Plan

June 2016 Board Meeting





2017- 2020 Strategic Plan Assumptions

- Goal is to **enhance & build on current strategic plan**
 - Will not discard what is working but improve and refine it
 - Will improve metrics to support better decision making
 - Will continue to focus on increasing our value & impact on the community
- Development of the plan will engage both the **community** and **staff**
- We will **limit use of outside consultants** to situations where gaps exist and/or consensus is not emerging
- Completing the new Strategic Plan is important but not urgent
 - Timing will depend on balancing this with other Board priorities



Library Research Environmental Scan

The goal is to consolidate the most relevant elements of key reports into one document that will help inform Board and staff discussions around the strategic plan.

Information is being gathered to:

1. Provide a clear picture of current patterns & trends, including HPL compared to other libraries
2. Provide useful analysis for understanding those trends
3. Provide useful frameworks for understanding current and future public library services
4. Provide local context for our planning – including socioeconomic data, City of Hamilton’s Strategic Plan, Our Future Hamilton...

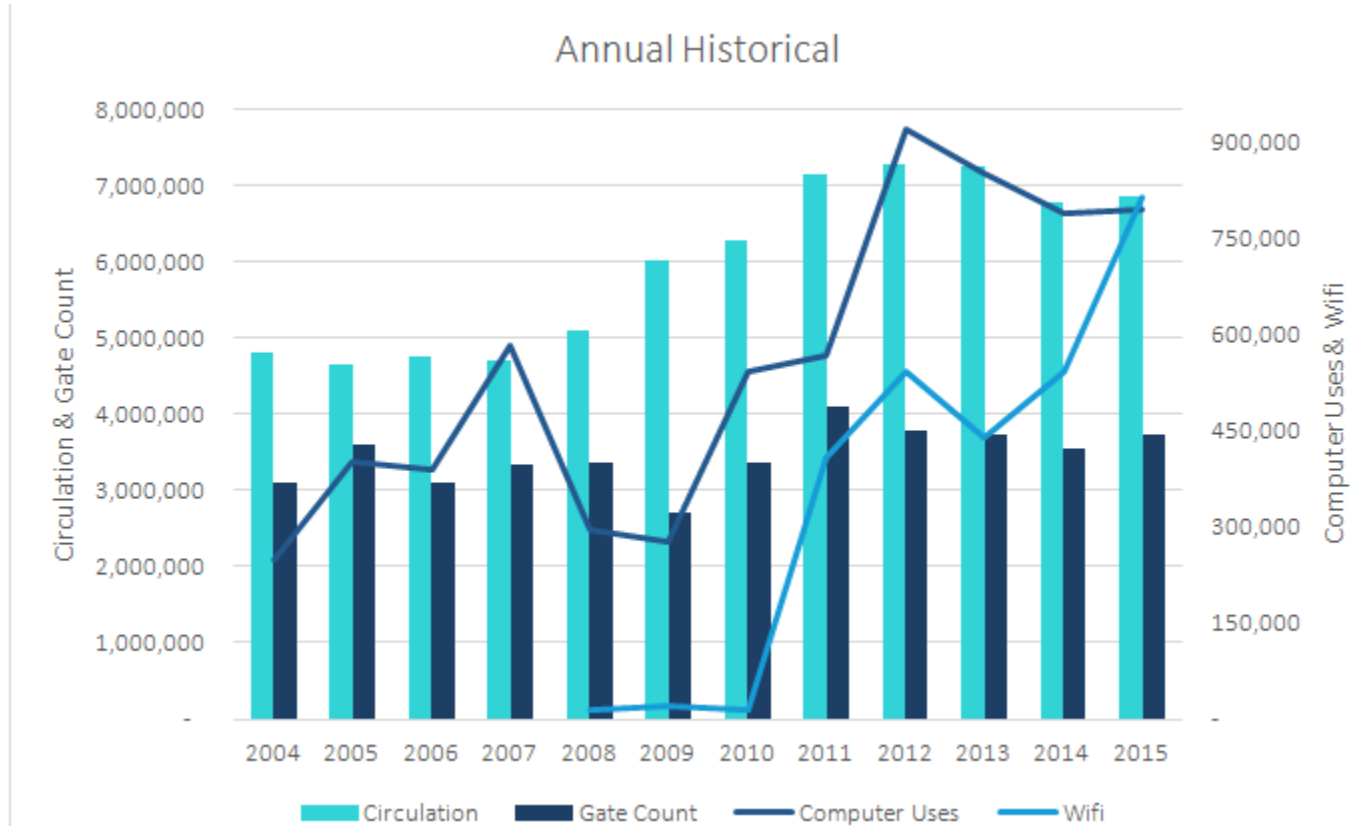


Metrics

- Now is a good time to review longer term usage trends and how HPL compares to other systems
 - Part of our regular reporting but we need to enhance this
- Internal numbers show HPL usage patterns over time
 - Indicate customer demand
 - Indicate capacity to meet that demand
 - Remember that use \neq impact
- We will be including longer term usage patterns for a number of key metrics
- The graph on the following page shows longer term patterns on 4 key metrics



Selected HPL Usage 2004 - 2015



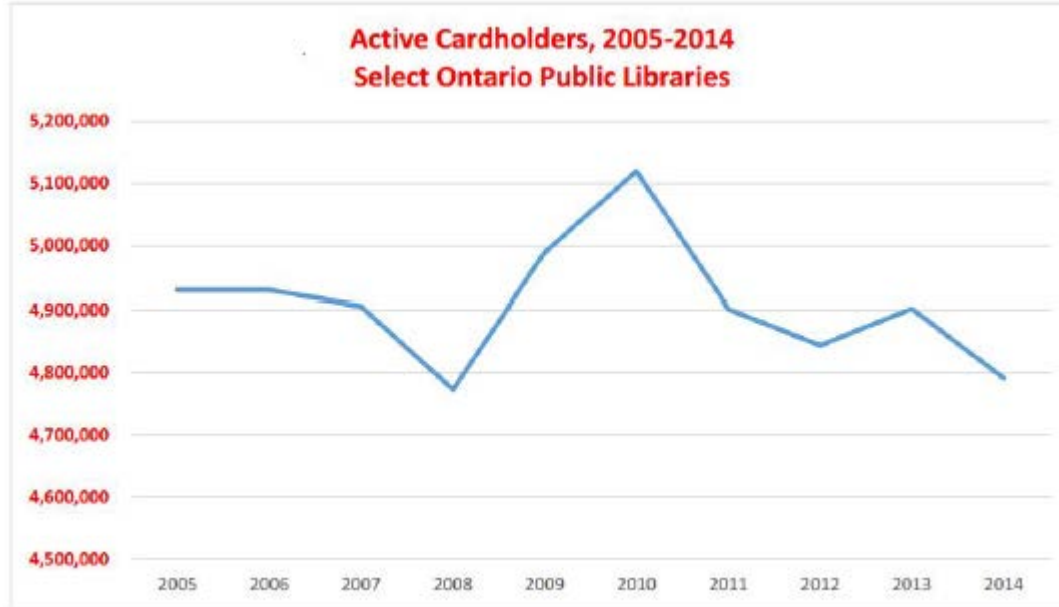


Comparative Data

- Key sources of comparative data are:
 - Ontario Ministry of Culture, Tourism and Sports reports compiled by the **Federation of Ontario Public Libraries (FOPL)**
 - *2005 - 2014 data was published June 2016*
 - **Ontario Municipal Benchmarking Initiative (OMBI)** Reports
 - *2011 – 2015 data to be published November 2016*
 - Comparison of **Canadian Urban Library Council (CULC)**
 - *2015 comparison data to be available shortly*
- The following tables show some representative data from the FOPL & OMBI. More information, along with references will be provided in the November report to the Board.



FOPL - Ontario





OMBI 2015-2011

PLIB156 Active Borrowers as a Percent of Population					
Municipality	2015 Result	2014 Result	2013 Result	2012 Result	2011 Result
London	37.5 %	39.2 %	40.8 %	42.0 %	42.3 %
Toronto	32.3 %	33.5 %	36.9 %	34.9 %	39.9 %
Ottawa	30.6 %	30.0 %	29.7 %	31.4 %	31.7 %
Hamilton	27.9 %	27.6 %	29.9 %	34.6 %	34.4 %
Winnipeg	17.8 %	18.1 %	19.1 %	20.1 %	21.1 %
Median of Municipal Results	30.6 %	30.0 %	29.9 %	34.6 %	34.4 %
Average of Municipal Results	29.2 %	29.7 %	29.9 %	34.6 %	34.4 %
Standard Deviation of Municipal Results	7.3 %	7.8 %	8.3 %	8.0 %	8.3 %
PLIB157 Registered Cardholders (3 year period) as a Percent of Population					
Municipality	2015 Result	2014 Result	2013 Result	2012 Result	2011 Result
London	44.4 %	46.7 %	48.0 %	49.2 %	49.4 %
Toronto	43.5 %	44.2 %	43.6 %	48.4 %	48.2 %
Winnipeg	41.9 %	41.7 %	44.2 %	49.5 %	55.1 %
Ottawa	38.4 %	36.0 %	36.3 %	36.1 %	39.0 %
Hamilton	32.0 %	33.8 %	35.1 %	40.6 %	40.6 %
Median of Municipal Results	41.9 %	41.7 %	43.6 %	48.4 %	48.2 %
Average of Municipal Results	40.0 %	40.5 %	43.6 %	48.4 %	48.2 %
Standard Deviation of Municipal Results	5.0 %	5.4 %	5.5 %	6.1 %	6.6 %

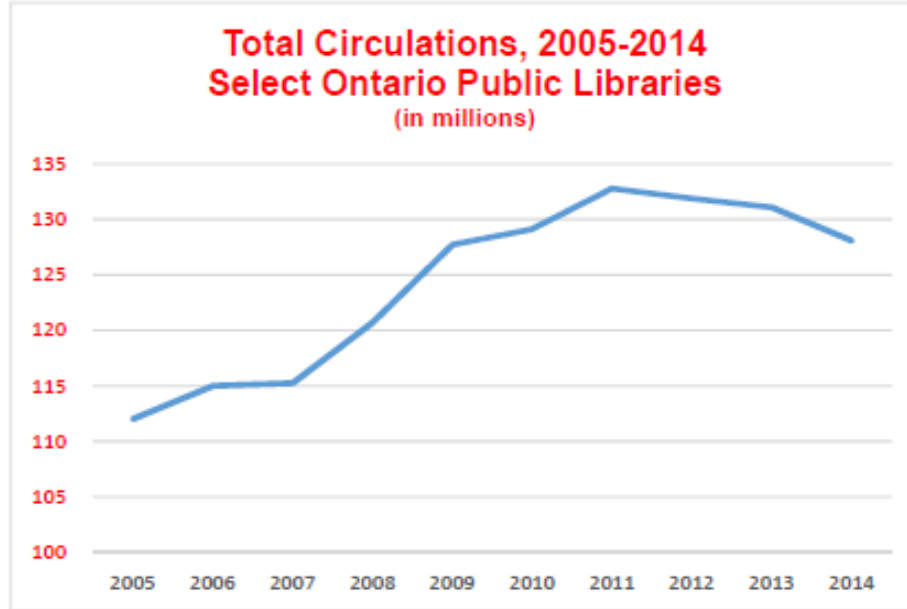


OMBI 2015-2011

PLIB145 Annual Library Visits per Capita					
Municipality	2015 Result	2014 Result	2013 Result	2012 Result	2011 Result
London	7.18	7.43	7.86	8.35	8.83
Hamilton	6.77	6.50	6.90	7.08	7.70
Toronto	6.42	6.53	6.67	6.88	7.05
Ottawa	5.00	5.05	5.10	5.22	5.69
Winnipeg	4.12	4.03	3.91	3.91	3.97
Median of Municipal Results	6.42	6.50	6.67	6.88	7.05
Average of Municipal Results	5.90	5.91	6.67	6.88	7.05
Standard Deviation of Municipal Results	1.29	1.35	1.57	1.73	1.88
PLIB150 Annual Electronic Visits per Capita					
Municipality	2015 Result	2014 Result	2013 Result	2012 Result	2011 Result
Hamilton	18.20	6.31	6.00	5.35	4.94
Winnipeg	18.12	14.80	12.80	3.19	2.41
Ottawa	15.91	13.65	11.57	12.18	16.17
Toronto	11.06	10.67	9.67	9.47	8.65
London	10.69	10.41	12.57	12.71	12.29
Median of Municipal Results	15.91	10.67	11.57	9.47	8.65
Average of Municipal Results	14.80	11.17	11.57	9.47	8.65
Standard Deviation of Municipal Results	3.70	3.31	2.81	4.19	5.53



FOPL – Ontario





FOPL – Rank Order Circulation per capita

Table 5: Rank Order Table: Circulations per capita, by bands, Ontario Public Libraries, 2014

Annual Rank	Annual Circulations per capita	Library Number	Library Name	City	OLS Region	Population (Resident)	Total Annual Direct Circulations
Band 1 (Resident population greater than 250,000)							
1	12.8	L0099	Markham	Markham	SOLS	342,037	4,370,075
2	12.2	L0474	Hamilton	Hamilton	SOLS	545,850	6,632,308
3	11.5	L0481	Ottawa	Ottawa	SOLS	951,727	10,990,234
4	11.4	L0353	Toronto	Toronto	Toronto	2,808,503	32,034,795
5	10.6	L0245	London	London	SOLS	373,730	3,966,882
6	9.2	L0359	Vaughan	Vaughan	SOLS	317,889	2,918,811
7	9.0	L0041	Brampton	Brampton	SOLS	571,700	5,120,911
8	8.0	L0206	Mississauga	Mississauga	SOLS	759,000	6,071,321
Band 2 (Resident population greater than 100,000 and fewer than 250,001)							
1	16.4	L0389	Guelph	Guelph	SOLS	126,250	2,072,594
2	13.8	L0365	Waterloo City	Waterloo	SOLS	133,395	1,836,208
3	11.9	L0027	Whitby	Whitby	SOLS	132,345	1,580,632
4	11.6	L0434	Milton	Milton	SOLS	100,743	1,167,805
5	11.4	L0037	Burlington	Burlington	SOLS	174,767	1,999,935
6	11.4	L0294	Richmond Hill	Richmond Hill	SOLS	201,482	2,288,866



OMBI 2015-2011

PLIB205 Number of Library Holdings Per Capita					
Municipality	2015 Result	2014 Result	2013 Result	2012 Result	2011 Result
Toronto	3.76	3.80	3.97	3.87	4.11
Ottawa	2.42	2.44	2.64	2.52	2.54
London	2.34	2.46	2.40	2.43	2.39
Hamilton	2.12	2.13	2.16	2.39	2.27
Winnipeg	1.99	1.81	1.84	2.06	2.17
Median of Municipal Results	2.34	2.44	2.40	2.43	2.39
Average of Municipal Results	2.53	2.53	2.40	2.43	2.39
Standard Deviation of Municipal Results	0.71	0.76	0.82	0.70	0.80
PLIB212 Annual Dollar Amount Spent on General Library Materials per Capita					
Municipality	2015 Result	2014 Result	2013 Result	2012 Result	2011 Result
Toronto	\$4.85	\$4.76	\$5.02	\$5.30	\$5.41
Ottawa	\$4.25	\$3.68	\$3.58	\$3.93	\$3.83
London	\$3.82	\$4.16	\$4.38	\$4.77	\$4.82
Winnipeg	\$3.09	\$3.04	\$3.59	\$3.78	\$4.07
Hamilton	\$2.77	\$2.70	\$2.86	\$3.15	\$2.58
Median of Municipal Results	\$3.82	\$3.68	\$3.59	\$3.93	\$4.07
Average of Municipal Results	\$3.76	\$3.67	\$3.59	\$3.93	\$4.07
Standard Deviation of Municipal Results	\$0.85	\$0.83	\$0.83	\$0.85	\$1.07



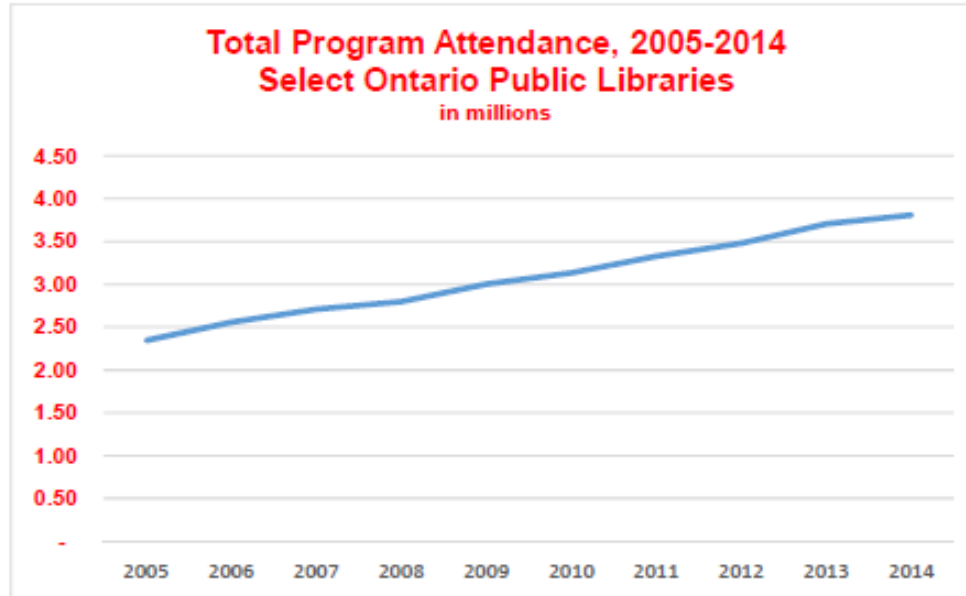
OMBI 2015-2011

PLIB405 Average Number of Times in Year Circulating Items are Borrowed (Turnover)					
Municipality	2015 Result	2014 Result	2013 Result	2012 Result	2011 Result
Hamilton	6.00	6.18	6.77	7.04	6.88
Toronto	5.38	5.25	5.03	5.26	5.10
Ottawa	4.79	4.73	4.67	4.74	5.38
London	4.52	4.41	4.78	4.98	5.01
Winnipeg	4.17	4.14	4.27	3.96	3.62
Median of Municipal Results	4.79	4.73	4.78	4.98	5.10
Average of Municipal Results	4.97	4.94	4.78	4.98	5.10
Standard Deviation of Municipal Results	0.73	0.81	0.97	1.14	1.16

PLIB110 Annual Non-Electronic Circulation per Capita					
Municipality	2015 Result	2014 Result	2013 Result	2012 Result	2011 Result
Ottawa	9.99	10.55	10.93	11.43	11.75
Toronto	9.95	10.16	10.84	11.29	12.10
Hamilton	9.95	10.68	12.00	12.49	12.68
London	9.25	9.74	10.53	11.31	11.34
Median of Municipal Results	9.95	10.16	10.84	11.31	11.75
Average of Municipal Results	9.13	9.57	10.84	11.31	11.75
Standard Deviation of Municipal Results	1.51	1.64	1.82	1.78	1.88



FOPL - Ontario





OMBI 2015-2011

PLIB115 Annual Program Attendance per Capita					
Municipality	2015 Result	2014 Result	2013 Result	2012 Result	2011 Result
London	0.50	0.53	0.55	0.53	0.52
Toronto	0.33	0.30	0.29	0.28	0.32
Hamilton	0.32	0.30	0.29	0.23	0.21
Ottawa	0.25	0.24	0.23	0.23	0.22
Winnipeg	0.14	0.13	0.11	0.11	0.11
Median of Municipal Results	0.32	0.30	0.29	0.23	0.22
Average of Municipal Results	0.31	0.30	0.29	0.23	0.22
Standard Deviation of Municipal Results	0.13	0.15	0.16	0.16	0.16
PLIB127 Annual Wireless Connections per Capita					
Municipality	2015 Result	2014 Result	2013 Result	2012 Result	2011 Result
Hamilton	1.48	0.99	0.81	1.01	0.77
Toronto	1.14	0.83	0.65	0.54	0.93
Winnipeg	0.69	0.72	0.46	0.26	0.22
London	0.56	0.47	0.37	0.34	0.47
Ottawa	0.54	0.46	0.32	0.24	0.16
Median of Municipal Results	0.69	0.72	0.46	0.34	0.47
Average of Municipal Results	0.88	0.69	0.46	0.34	0.47
Standard Deviation of Municipal Results	0.41	0.23	0.20	0.32	0.34



OMBI 2015-2011

PLIB215 Number of Public Access Workstations per 100,000 Population					
Municipality	2015 Result	2014 Result	2013 Result	2012 Result	2011 Result
London	156.31	159.21	113.19	113.00	117.42
Hamilton	84.80	85.00	85.93	80.90	81.53
Toronto	77.83	77.91	77.57	77.80	78.02
Ottawa	63.70	66.20	68.16	63.52	63.86
Winnipeg	62.36	56.25	57.06	43.38	40.13
Median of Municipal Results	77.83	77.91	77.57	77.80	78.02
Average of Municipal Results	89.00	88.91	77.57	77.80	78.02
Standard Deviation of Municipal Results	38.80	40.81	21.26	25.57	28.21
PLIB125 Annual Computer Workstations Uses per Capita					
Municipality	2015 Result	2014 Result	2013 Result	2012 Result	2011 Result
Toronto	2.37	2.33	2.33	2.24	2.36
Hamilton	1.44	1.56	1.70	1.71	1.06
London	1.43	1.51	1.66	1.72	1.55
Ottawa	0.82	0.82	0.85	0.91	0.97
Winnipeg	0.65	0.75	0.75	0.81	0.93
Median of Municipal Results	1.43	1.51	1.66	1.71	1.06
Average of Municipal Results	1.34	1.39	1.66	1.71	1.06
Standard Deviation of Municipal Results	0.68	0.64	0.66	0.60	0.60



FOPL – Rank Order Expenditures per Capita

Table 7: Rank Order Table: Total Expenditures per capita, Ontario Public Libraries, 2014

Rank	Expenditures per capita in \$	Library Number	Library Name	City	OLS Region	Total Operating Expenditures in \$	Population (Resident)
Band 1 (Resident population greater than 250,000)							
1	66.81	L0353	Toronto	Toronto	Toronto	187,630,780	2,808,503
2	55.55	L0474	Hamilton	Hamilton	SOLS	30,321,597	545,850
3	54.65	L0245	London	London	SOLS	20,423,793	373,730
4	50.43	L0481	Ottawa	Ottawa	SOLS	47,994,234	951,727
5	45.37	L0359	Vaughan	Vaughan	SOLS	14,422,701	317,889
6	40.38	L0099	Markham	Markham	SOLS	13,812,801	342,037
7	34.28	L0206	Mississauga	Mississauga	SOLS	26,018,467	759,000
8	27.02	L0041	Brampton	Brampton	SOLS	15,444,493	571,700
Band 2 (Resident population greater than 100,000 and fewer than 250,001)							
1	68.94	L0389	Guelph	Guelph	SOLS	8,703,272	126,250
2	60.19	L0037	Burlington	Burlington	SOLS	10,518,698	174,767
3	56.09	L0349	Thunder Bay	Thunder Bay	OLS-N	6,078,374	108,359
4	55.74	L0253	Oshawa	Oshawa	SOLS	8,917,784	160,000
5	51.67	L0470	Greater Sudbury	Greater Sudbury	OLS-N	8,365,554	161,900
6	50.47	L0294	Richmond Hill	Richmond Hill	SOLS	10,169,141	201,482

FOPL – Rank Order Expenditures per active cardholder

Table 8: Rank Order Table: Total Expenditures per Active Cardholder, Ontario Public Libraries, 2014

Rank	Expenditures per Active Cardholder in \$	Library Number	Library Name	City	OLS Region	Total Operating Expenditures in \$	Active Cardholders
<i>Band 1 (Resident population greater than 250,000)</i>							
1	199.34	L0353	Toronto	Toronto	Toronto	187,630,780	941,265
2	191.19	L0474	Hamilton	Hamilton	SOLS	30,321,597	158,593
3	168.12	L0481	Ottawa	Ottawa	SOLS	47,994,234	285,480
4	137.92	L0245	London	London	SOLS	20,423,793	148,085
5	111.03	L0359	Vaughan	Vaughan	SOLS	14,422,701	129,901
6	109.90	L0206	Mississauga	Mississauga	SOLS	26,018,467	236,757
7	101.79	L0041	Brampton	Brampton	SOLS	15,444,493	151,728
8	63.22	L0099	Markham	Markham	SOLS	13,812,801	218,500
<i>Band 2 (Resident population greater than 100,000 and fewer than 250,001)</i>							
1	193.37	L0239	Lambton County	Wyoming	SOLS	6,304,412	32,603
2	192.89	L0349	Thunder Bay	Thunder Bay	OLS-N	6,078,374	31,512
3	182.06	L0378	Windsor	Windsor	SOLS	8,324,181	45,723
4	181.60	L0121	Chatham-Kent	Chatham	SOLS	4,173,235	22,981
5	165.90	L0037	Burlington	Burlington	SOLS	10,518,698	63,403
6	164.95	L0294	Richmond Hill	Richmond Hill	SOLS	10,169,141	61,651



OMBI 2015-2011

PLIB305M Library Operating Cost per Use					
Municipality	2015 Result	2014 Result	2013 Result	2012 Result	2011 Result
Winnipeg	\$1.21	\$1.31	\$1.37	\$1.96	\$2.06
Hamilton	\$1.22	\$1.56	\$1.42	\$1.47	\$1.44
London	\$1.51	\$1.47	\$1.32	\$1.24	\$1.27
Ottawa	\$1.58	\$1.55	\$1.68	\$1.61	\$1.39
Toronto	\$1.71	\$1.68	\$1.74	\$1.65	\$1.81
Median of Municipal Results	\$1.51	\$1.55	\$1.42	\$1.61	\$1.44
Average of Municipal Results	\$1.45	\$1.51	\$1.42	\$1.61	\$1.44
Standard Deviation of Municipal Results	\$0.22	\$0.14	\$0.19	\$0.26	\$0.33
PLIB901 Library Operating Cost per Person					
Municipality	2015 Result	2014 Result	2013 Result	2012 Result	2011 Result
Toronto	\$61.72	\$60.03	\$60.76	\$58.89	\$65.96
Ottawa	\$57.98	\$54.25	\$56.34	\$56.25	\$54.85
Hamilton	\$51.25	\$47.64	\$45.60	\$47.33	\$46.49
London	\$50.82	\$49.78	\$49.49	\$50.13	\$51.67
Winnipeg	\$40.40	\$39.71	\$38.80	\$38.04	\$38.22
Median of Municipal Results	\$51.25	\$49.78	\$49.49	\$50.13	\$51.67
Average of Municipal Results	\$52.43	\$50.28	\$49.49	\$50.13	\$51.67
Standard Deviation of Municipal Results	\$8.15	\$7.58	\$8.67	\$8.19	\$10.27