

COVID-19 Impact Report – 2020 Year In Review

Date:	April 26, 2021
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

In March 2020, Toronto Public Library (TPL) began a monthly COVID-19 impact reporting process, tracking and analysing key data points in order to better understand the pandemic’s impact on customer experiences, services, operations, staff and key initiatives.

In 2020, TPL was able to successfully and safely deliver in-branch and online services, navigating through the various stages of disruption caused by the pandemic. The organization shifted operations, redeployed staff, developed new digital offerings, reinstated and modified services while delivering an excellent and safe customer experience. The analysis in this report is a look back at how TPL pivoted its services and helped Torontonians and staff build success, resilience and well-being, in the context of the pandemic.

The key highlights contained in this 2020 year in review report are organized from the perspectives of the following four key stakeholders:

- Torontonians
- TPL’s Customers
- TPL as an Organization
- TPL Staff

This report is consistent with the Library’s commitment to accountability, evaluation and transparency in supporting evidence-based decision-making and delivery of positive outcomes for all Torontonians.

FINANCIAL IMPACT

The impacts of COVID-19 on the 2021 operating and capital budgets are being monitored and reported in budget monitoring reports.

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

ALIGNMENT WITH STRATEGIC PLAN

This report supports TPL's evidence-based decision making practice, ensures that TPL delivers on targeted outcomes, and that TPL continues to be transparent and accountable to Torontonians. This report is a product of TPL's strategic plan "evaluation and accountability" enabler.

EQUITY IMPACT STATEMENT

TPL continues to focus on understanding and breaking down barriers to access and ensuring inclusion so that everyone who wants to use the Library feels welcomed and is able to access TPL services. In particular, digital access continues to be a top TPL priority, in order to address ongoing social inequality that may be exacerbated by the COVID-19 pandemic.

DECISION HISTORY

At its April 27, 2020 Toronto Public Library Board meeting, the Board received an update on TPL's operations, services and responses to the COVID-19 public health emergency in the [COVID-19 Emergency Response](#) report. Highlights from March's COVID-19 impact report were attached to the update.

At its meeting on June 22, 2020, the Library Board received the [COVID-19 Impact Report - March-May: A Three-Month Retrospective](#) assessing the impact of COVID-19 on customer experiences and services, operations, staff experiences and key initiatives

At its meeting on October 19, 2020, the Library Board received the [COVID-19 Impact Report - June-August: A Three-Month Retrospective](#) assessing the impact of COVID-19 on customer experiences and services, operations, staff experiences and key initiatives.

At its meeting on November 16, 2020, the Library Board received the [TPL Board Education - Implementation of Strategic Plan Execution Roadmap](#) presentation. The Board also received a verbal update for information, describing how TPL will move towards integrated reporting for the Strategic Plan, consolidating reporting from the

Annual Performance Measures and Benchmarking into the balanced scorecard and COVID-19 monthly reports.

ISSUE BACKGROUND

In March 2020, TPL's leadership team identified an urgent need to understand the pandemic's impact on customers, staff, library services, operations and key initiatives. After the closure of all TPL branches in March, a monthly COVID-19 impact reporting process began, tracking and analysing available key data points. The collection and preparation of the data has proven to be a time-consuming process, leading to a retrospective look back at 2020. TPL anticipates that with improvements in data quality and data governance, this will enable data to become more timely and increase speed to insights.

As the Province and City continue to monitor the pandemic and adjust restriction levels, the data and resulting analysis from the COVID-19 Impact Reports has proved instrumental in helping TPL adapt, informing the phased reinstatement of services and planning decisions.

COMMENTS

In March, when all 100 branches closed at the onset of the pandemic, TPL continued to offer a number of its digital and telephone services. The Library also left Wi-Fi service on 24/7, providing a digital lifeline to many residents who found themselves without internet access because libraries and coffee shops were closed.

The pandemic disproportionately impacted marginalized communities and exposed the fault lines in access for the homeless, seniors, racialized communities, and those being left behind by the digital divide. In response, TPL converted branches to become pop-up food banks, checked in with senior customers, provided internet connectivity kits and distributed Wi-Fi hotspots.

Social distancing measures forced TPL to pivot operations and accelerate its digital transformation. Considerable effort was being put into the expansion of existing digital services as well as the migration of traditional services and programs from in-person to online.

The pandemic's impact on the global workforce has been tremendous, with over half of those still employed being forced to work from home, and a similar shift for students moving to online instruction. For TPL, this large-scale move towards remote work and online education resulted in a boost in popularity of e-learning resources. Similarly, the lockdowns boosted digital borrowing of e-books and video streaming to

record levels, while physical borrowing saw a sharp decline impacting TPL's total circulation in 2020.

Beginning in May, the Library gradually reopened branches and reinstated services, as provincial guidelines and restrictions allowed. As the course of the pandemic changed over the summer months and the city gradually reopened, TPL shifted its focus to opening more branches and offering more services. By August, 82 branches had reopened, operating with their regular hours, and with most services operational although modified to align with health and safety protocols, and with limited occupancy.

In November, when Toronto moved into the Grey-Lockdown, the Library was able to adjust services with minimal impact to operations as it had developed detailed business continuity plans based on resurgence planning. During the Grey-Lockdown, TPL maintained all of its contactless services in all 82 open branches. The Library suspended high contact services such as in-branch browsing, closed Youth Hub and Digital Innovation Hub spaces, and suspended quick reference services.

Torontonians

COVID-19 has upended and altered the lives of Torontonians. Measures to slow the spread of the virus shuttered over one third of the city's food banks during the first wave. Lockdown restrictions also led to a collective social isolation and negative impacts on mental health. As the pandemic rolled on, it also glaringly exposed the disproportionate impact the virus was having on marginalized communities, highlighting the fault lines in access for those on the margins, including digital access. In response to the impacts of COVID-19, the Library found innovative ways to serve Torontonians and played a key role in recovery and connection efforts:

(1) Torontonians turned to TPL's pop-up food banks for relief:

- In support of the City's broader work on food security for Toronto's vulnerable residents, TPL partnered with the North York Harvest Food Bank, Daily Bread Food Bank, and Second Harvest to set up 12 pop-up food banks between March and September.
- TPL's pop-up food banks distributed 14,753 hampers serving a total of 42,342 individuals in need.
- In April, the pop-up food banks expanded from distribution of food to include delivery of children's books. In May, teen books were added, as well as Presto cards in September. A total of 4,256 books and 272 Presto cards were distributed as part of the pop-up food bank effort.

- (2) TPL found innovative ways to continue serving the community throughout the course of the pandemic:
- Through a partnership between the University of Toronto and TPL, the team at the Lynn & Arnold Irwin Advanced Perioperative Imaging Lab repurposed 10 of TPL's Ultimaker 2+ 3D printers to print face shields.
 - In support of the community response to COVID-19, TPL also donated more than ten thousand items of surplus personal protective equipment to frontline healthcare workers.
 - As a part of the City's COVID-19 response, the 2020 High Park cherry blossom bloom was offered virtually. TPL's bookmobile, Big Blue, along with Rogers provided the internet connectivity for the 24-hour BloomCam.
 - Since July 2020, a small, dedicated team of TPL staff have been making wellness calls to senior library customers aged 70+ and Home Library Service customers. Staff made 10,408 calls and had in-depth conversations with 5,594 customers.
 - The Complimentary PRESTO card Initiative began with the pop-up food banks in September 2020 and expanded to select branches in October 2020. A total of 9,864 PRESTO cards were distributed; 272 cards through the food banks and 9,592 cards through select branches.
- (3) In response to the closure of its branches and its customers' shift to online channels, TPL increased its digital interactions and sped up creation of and access to its digital offerings:
- Since the pandemic, an increasing number of Torontonians are interacting with the library through social media, particularly Facebook, Instagram and YouTube. Audience and reach increased by 12% on Facebook, 139% on Instagram, and 138% on YouTube compared to pre-pandemic.
 - Overall blog activity increased 171% in 2020 compared to 2019. TPL's What's On, Digital Services, and News Releases pages were the destination for Torontonians to gain relevant information about library services and updates. Peak activity was in June 2020, linked with the introduction of curbside services.
 - To gain immediate access to the Library's digital resources and services, an increasing number of Torontonians registered online. 38,290 individuals registered for the Instant Digital Card to gain temporary access to OverDrive. 521 City of Toronto employees registered for the City Membership Card, and, 6,641 individuals signed up for the Digital Access Card for annual access to TPL's digital resources and services.
 - The introduction and continued development of live and on-demand virtual programs in 2020 helped to re-establish a sense of normalcy for the community, particularly children and adults. 72,872 individuals attended or viewed recordings of online programs. Children's programs accounted for 54% of total attendees and adult programs made up 38% of attendees.

- (4) The pandemic revealed first-hand the costs of digital inequity, and the many ways that libraries like TPL are helping to bridge the digital divide:
- The closure of TPL's branches during the lockdowns effectively reduced access to Wi-Fi and computers for the most vulnerable in the community. Use of Wi-Fi decreased 81% since the library first shuttered its doors mid-March. Public computing was down 74% since the pandemic. Pre-pandemic, TPL averaged 328,011 computer sessions per month. Since March, the average was 40,600 computer sessions per month.
 - In partnership with Renewed Computer Technology and with support from the City of Toronto and the Toronto Public Library Foundation, TPL launched its Internet Connectivity Kit program. Between May and December, 308 kits were distributed. Each kit included a laptop, Wi-Fi hotspot, and four months of unlimited data.
 - TPL also worked with the City and community partners to identify recipients eligible for the Wi-Fi Hotspot Lending program. TPL assisted in the distribution of 1000 Wi-Fi hotspots in 2020.
 - TPL ran a weeklong pilot project, WI-FI on Wheels, in August 2020. The pilot provided free outdoor internet access at Masseygrove and Edgeley park in northwest Toronto.
 - As the pandemic pushed critical services online, such as the expansion of telehealth and government supports like CERB, developing digital literacy played a key role in leveling the divide. TPL continued to focus on offering a wide selection of remote digital literacy programming throughout the pandemic. A total of 449 Innovation, Technology and Computer programs were offered and accounted for 47% of all online programs offered by TPL. The programs were popular and drew in 15,066 individuals.

TPL's Customers

Stay-at-home orders and lockdowns led to a large scale move towards remote work. The pandemic also pushed Torontonians online to connect and play. Students moved online for remote learning, workers became reliant on services that allowed them to work from home, and preference shifted towards digital entertainment as movie theatres and restaurants closed down.

- (1) The pandemic boosted popularity of digital borrowing and caused the collapse of physical borrowing, disrupting total circulation in the short term:
- First-time checkouts for physical materials dropped 55% this year. With the pivot towards curbside service and re-openings, TPL saw a rebound on borrowing of physical materials although not reaching pre-pandemic levels.
 - With the closure of branches mid-March to June, there has been an extraordinary demand for digital content since the pandemic began, with increased use of e-books and video streaming. This has continued, despite the various stages of reopening that took place during the summer.

- It was a banner year for e-circulation and new e-users. New e-users for OverDrive, Kanopy, Hoopla, and RBDigital increased by 28%. Circulation for these applications rose by 33% and holds by 54% in 2020. Homebound customers increasingly streamed media. Video plays on the Kanopy service increased by 75% in 2020.

(2) Online learning and consumption of e-news has shown significant growth since the pandemic:

- The pandemic, protests, and US elections created strong demand for e-newspapers. Click-throughs increased 59% in 2020. Pressreader saw a 71% increase while NYTimes increased by 98%.
- Pre-pandemic, there was already an increasing demand for e-learning. The pandemic catalyzed the trend as students and workers were forced to rapidly shift to online learning and remote work. Total on-line & remote learning sessions increased by 34%. BrainFuse increased by 61% and Gale Courses had the highest increase at 116%.

TPL as an Organization

TPL continues to navigate through a broad range of impacts on the organization that resulted from the pandemic. Considerable efforts have gone into employing best practices to keep staff and community safe, to meet the demands of a more elastic workforce, and modernizing IT infrastructure and operations to meet the needs of an increasingly digitally transformed culture.

(1) TPL as an organization was able to adapt very effectively to different service levels and deliver a consistent customer experience in spite of changes in Provincial mandates. Throughout the pandemic, the Answerline service remained the primary method of engaging with customers:

- Answerline chat services were originally suspended in late March as branches closed, and TPL quickly adapted its operations, pivoting to email and social media Answerline support. By June, phone service was resumed and in September the Answerline chat service returned as well.
- The temporary closure of chat and phone service resulted in a slight decrease of 5.3% in the annual rate of calls per hour, compared to 2019; annual chats per hour for 2020 increased however, by 12.9%, compared to 2019 numbers.
- There was a considerable increase as well in the number of engagements over email and social media, with email inquiries up by 90% for a total of 41,759 and social media up by 160% to 2,209 in 2020. The high volume of emails received in 2020, in particular between June and August can be attributed to the large number of public enquiries related to the introduction of TPL's curbside pick-up service.
- With the organization shifting towards offering more of its services online, the total volume of phone communications and queries decreased in 2020. The

move to online programming, the use of online title suggestion forms and the pausing of library fines for overdue materials may have impacted the number of phone calls from customers.

- Metrics to measure customer satisfaction with Answerline services were introduced in June 2020. Satisfaction levels rose consistently between June and December 2020, with customer satisfaction increasing from an average of 80% in June to 99% by December.

(2) TPL has placed great importance on internal communications as it shifted operations and adopted a hybrid work environment. Considerable efforts have been made to ensure that staff have timely access to information, that staff remain connected while they work from home, and that the health and safety of staff and customers is a top priority:

- TPL held its first all-staff virtual town hall in August, hosting two additional virtual town halls, one in September and one in November. These events helped address staff questions and concerns, and allowed senior leadership to share information about the reopening of branches and the reinstatement of services.
- Total live attendance for the three events was 1,125, with an additional 552 views for the recordings of the town halls.
- Additional internal communications support was offered on staff-facing platforms such as ShareTPL and Yammer, where critical information was made available along with support groups for staff.
- TPL's Yammer group reached 421 members, with a total of 1,292 messages posted by staff in 2020.
- The ShareTPL COVID-19 Resource site for staff accumulated a total of 2,701 page views since being created in October.
- TPL was able to deliver in-branch services in 2020 while keeping staff and customers safe. Between September and December 2020, 9 staff confirmed positive with COVID-19 and 30 visitors self-reported positive with COVID-19.

(3) TPL was able to quickly adapt to a hybrid work environment, re-deploying its staff to meet the service and operational needs of the various reopening stages:

- When branches first closed in March, TPL's workforce lacked the equipment to shift to remote work. The organization quickly adapted and equipped a large number of staff to work remotely in a support capacity or deliver online services. The Library equipped staff with over 490 laptops, to enable remote work.
- By October, TPL saw its workforce steadily returning to pre-pandemic levels. 71% of staff returned to work on-site in October compared to March when 2% of staff were working on-site.
- By November, the average number of staff on standby (available, but not working), was below 0.5%, the smallest since the pandemic.

- The percentage of staff working remotely was 37% at its peak in May. This speaks to the resiliency and flexibility of TPL's workforce.

TPL Staff

Staff have been instrumental in supporting TPL's capacity to transform its operations during the changing service environments of the phased reopening process:

- (1) The main success story for TPL comes from the resiliency and dedication of all Library staff, as they enabled the organization to move between the different lockdown stages and service levels, while continually striving to deliver positive customer experiences. Staff were quick to pivot in response to the pandemic, adapting to new ways of serving Torontonians based on the needs of their communities, including: quarantining of materials, introducing curbside pick-up, and supporting the reopening of branches and the reinstatement of services, modified to support expanded health and safety protocols. Staff were instrumental in redesigning in-person programs for online delivery, volunteering at TPL's pop-up food banks, checking in on senior customers and helping to foster a more diverse and inclusive workplace, by taking on-demand classes about racial discrimination, bias, and building allyship.
- (2) Significant efforts were taken by TPL staff to plan, develop and implement online programming.
 - A cross-divisional core team was created to bring programming online. With additional supports from TPL's programming committees, altogether a staff of 80 contributed to the project and enabled the launch of the project mid-April and launch of Live & Online programs to the public mid-May.
 - TPL engaged the City's legal department to review Presenter, Performer and Collaborator contracts to include language that supported the online delivery method. Additionally, TPL's policies were reviewed to ensure they would support the delivery of online programs. Privacy Impact assessments were conducted on the program delivery platforms.
 - TPL leveraged the existing Programming Framework to assess which in-person programs were suitable and could be modified for an online environment. TPL used the existing Program Proposals process to develop a means for staff to propose new online programs.
 - Staff supports and comprehensive training were developed. To date, roughly 200 TPL staffers have been trained to support online programming through the Online Programs curriculum. The main difference in staff training for online programs is the focus on the technology platforms used to deliver programs and online facilitation and moderation.
 - TPL staff adapted a total of 963 programs in 2020 to be delivered online, including adult literacy and leading to reading.

- (3) TPL's new learning management system (learn:tpl) launched on June 22nd, offering staff a more personalized experience, expansive online training options, on-demand training modules, and improved searching capabilities.
- Staff adoption of learn:tpl was in some ways greatly accelerated by COVID-19. The trend for increased access to online training is linked in part to the transformation of TPL's workforce, and the new ways staff are working since the pandemic. The on-demand, asynchronous nature of online classes has allowed staff to complete learning assignments more efficiently, providing flexibility to complete training based on their own schedules, from wherever they have internet access, resulting in a total of 24,130 learning objects completed by staff in 2020, 15,459 of which were online classes.
 - A big reason for the dramatic increase has been the assignment of mandatory annual health and safety training, and while it is unlikely that this level of growth will be sustained, staff have been particularly active in partaking in elective training. Many of the popular course offerings being related to COVID-19 (e.g. protocols and procedures, remote outreach, staff town halls, dealing with problem behaviours, etc.).
 - Additionally, training related to providing equitable service was also in high demand (e.g. Dementia Friendly Communities, Allergy Aware, as well as courses related to racial discrimination, bias, and allyship).

CONCLUSION

As the longer term social and economic impacts of the pandemic remain unknown, the monthly COVID-19 Impact Reports will continue to be provided to TPL's leadership team. The next report will be a six month retrospective review, and will be provided to the Board for information in Q4 of 2021. These reports will continue to measure and assess the impact of the pandemic on community, customers, TPL and staff. However, as TPL moves into a post-COVID-19 future, reporting will gradually transition into TPL's operational reporting on services.

The COVID-19 Impact Analysis will also inform the update to the balanced scorecard metrics, targets and initiatives and the development of divisional scorecards. The metrics will be assessed against metrics identified in this report, to assess system-wide and divisional performance, and to inform where future efforts and investments should be made as part of the business planning process.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: COVID-19 Impact Report: 2020 Year In Review

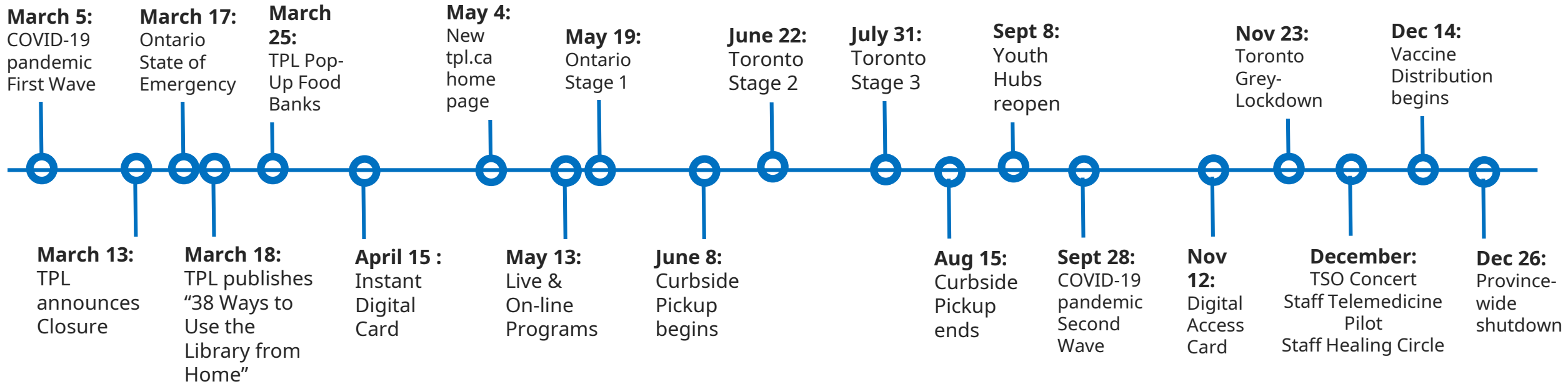
COVID-19 Impact Report: 2020 In Review

Toronto Public Library Board

April 26, 2020



2020: COVID-19 Pandemic Timeline of Events



Torontonians:

- As the pandemic deepened inequalities, TPL quickly adapted to support the community's basic needs
- TPL increased its digital interactions and sped up creation of and access to its digital offerings to respond to restrictions placed on in-branch and in-person services

TPL's customers:

- Online learning and consumption of e-news has shown significant growth since the pandemic
- The pandemic boosted popularity of digital borrowing and caused a sharp decline in physical borrowing, disrupting total circulation in the short term
- Despite the reduced capacity for space and services, customers steadily visited branches in person as they re-opened

TPL as an organization:

- TPL as an organization reacted quickly in response to the pandemic, modifying its operations, efficiently redeploying staff and building increased customer satisfaction

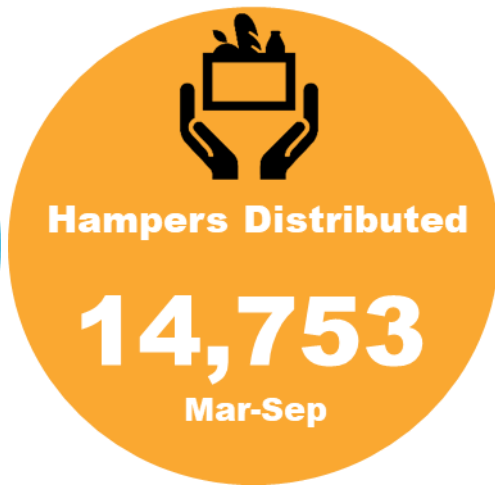
TPL staff:

- As a resilient workforce, TPL staff leveraged training resources available on learn:tpl, accessed critical information through the COVID-19 resource site and participated in staff town halls to stay connected

01 TORONTONIANS

As the pandemic deepened inequalities, TPL quickly adapted to support the community's basic needs

With the growing trend in food insecurity exacerbated by the pandemic, Torontonians turned to TPL's pop up food banks for relief



TPL found innovative ways to serve the community during the first year of the pandemic, playing a key role in recovery and connection



3D Printers

10

Through a partnership between U of T and TPL, the team at the Lynn & Arnold Irwin Advanced Perioperative Imaging Lab repurposed TPL's 3D printers to print face shields



PPE

10,000+

TPL donated 10K+ PPEs to frontline health care workers in support of the community response to COVID-19



BloomCam

222,000+

YouTube views to date*

As a part of the City's COVID-19 response, the 2020 High Park cherry blossom bloom was offered virtually. TPL's bookmobile, Big Blue, along with Rogers provided the internet connectivity for the 24-hour BloomCam



Seniors Wellness Check-In

10,408

Calls Made

Since July 2020, a small, dedicated team of TPL staff have been calling our senior customers aged 70+ and Home Library Service customers. Staff had in-depth conversations with 5,594 customers



Complimentary PRESTO Card Initiative

9,864

Cards Distributed

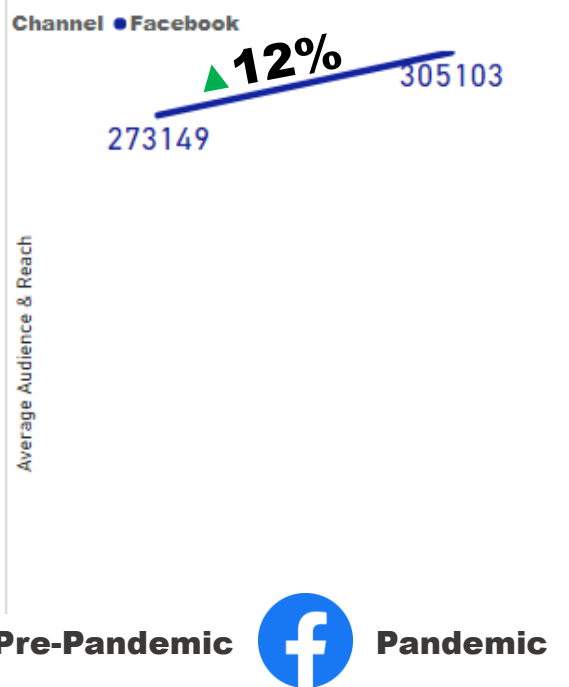
TPL and the TTC partnered to provide complimentary PRESTO cards to the community. 9,592 cards were distributed at select TPL branches. And, 272 cards were distributed through TPL's pop up food banks

*Source for BloomCam YouTube Views: <https://www.youtube.com/watch?v=P9R1rWka93Y>

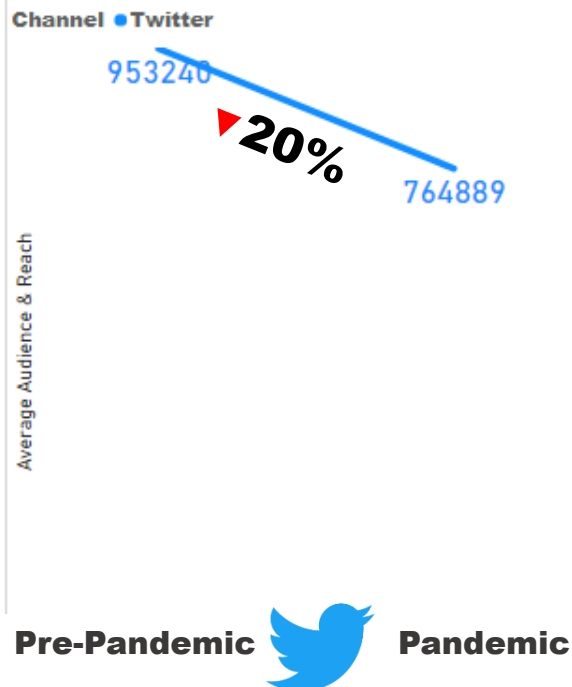
01 TORONTONIANS

TPL increased its digital interactions and sped up creation of and access to its digital offerings to respond to restrictions placed on in-branch and in-person services

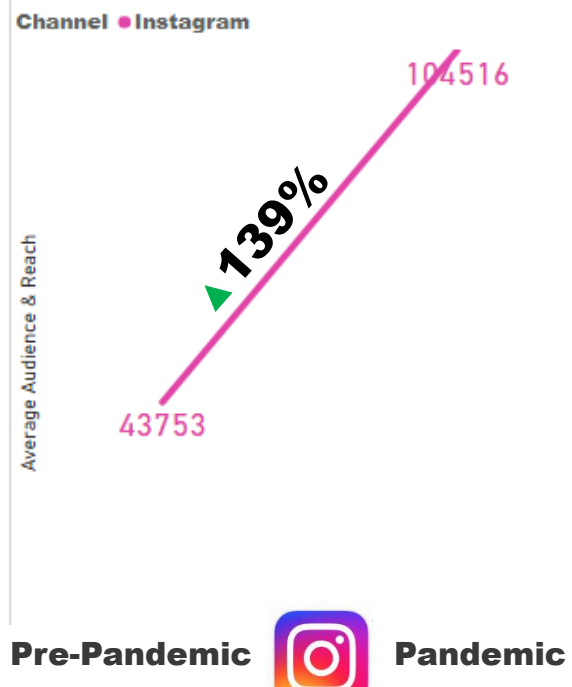
Due to social distancing norms and lockdowns, there was an inevitable digital surge. Torontonians increasingly interacted with TPL through Facebook, Instagram and YouTube



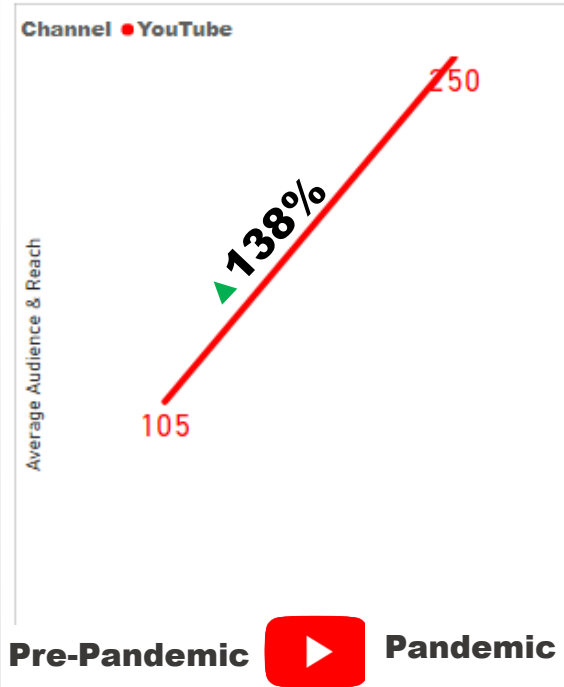
Pre-Pandemic: Jan 2019 – Feb 2020
 Pandemic: Mar 2020 – Dec 2020



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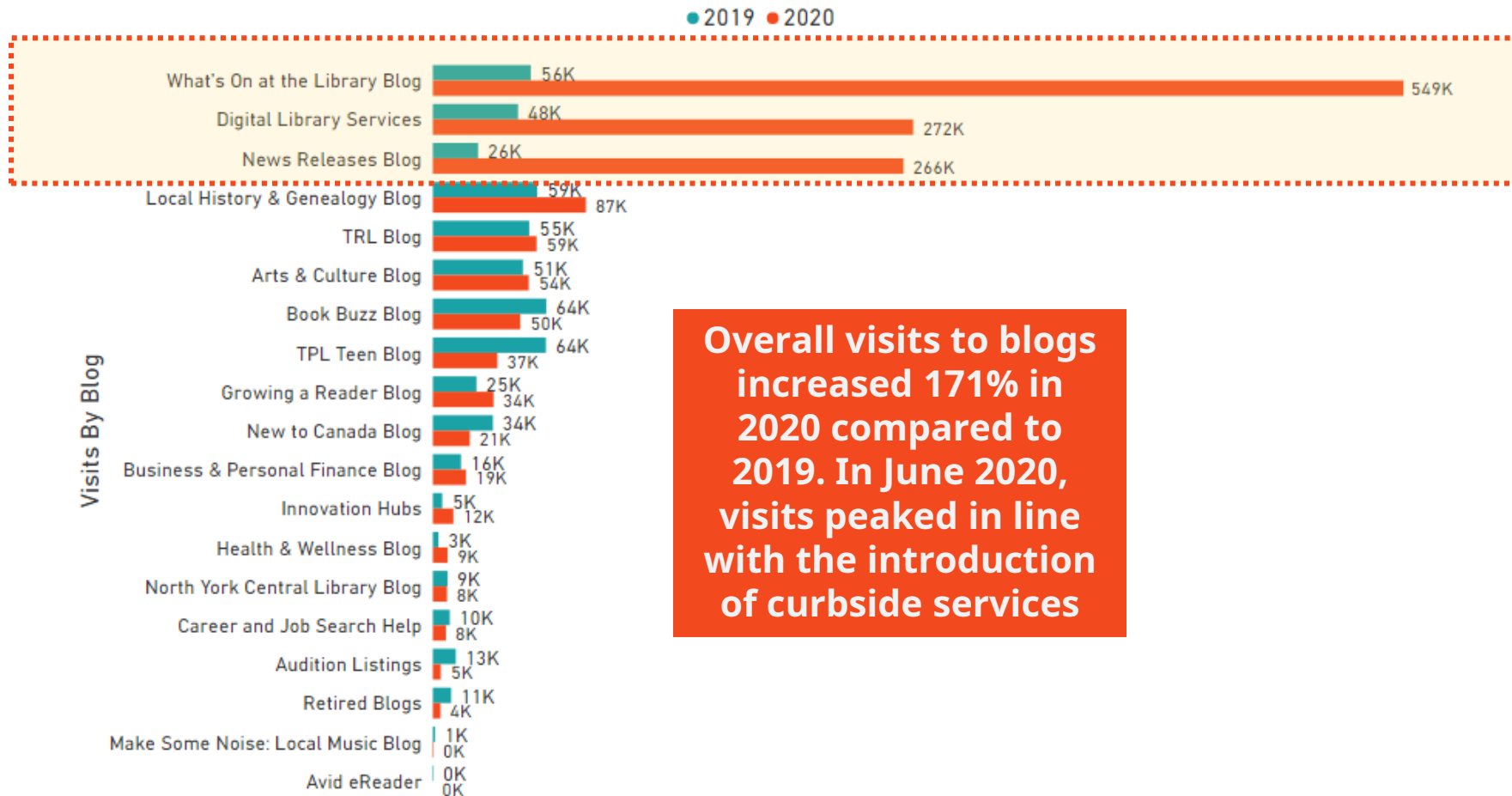


Pre-Pandemic: Jan 2020 – Feb 2020
 Pandemic: Mar 2020 – Dec 2020



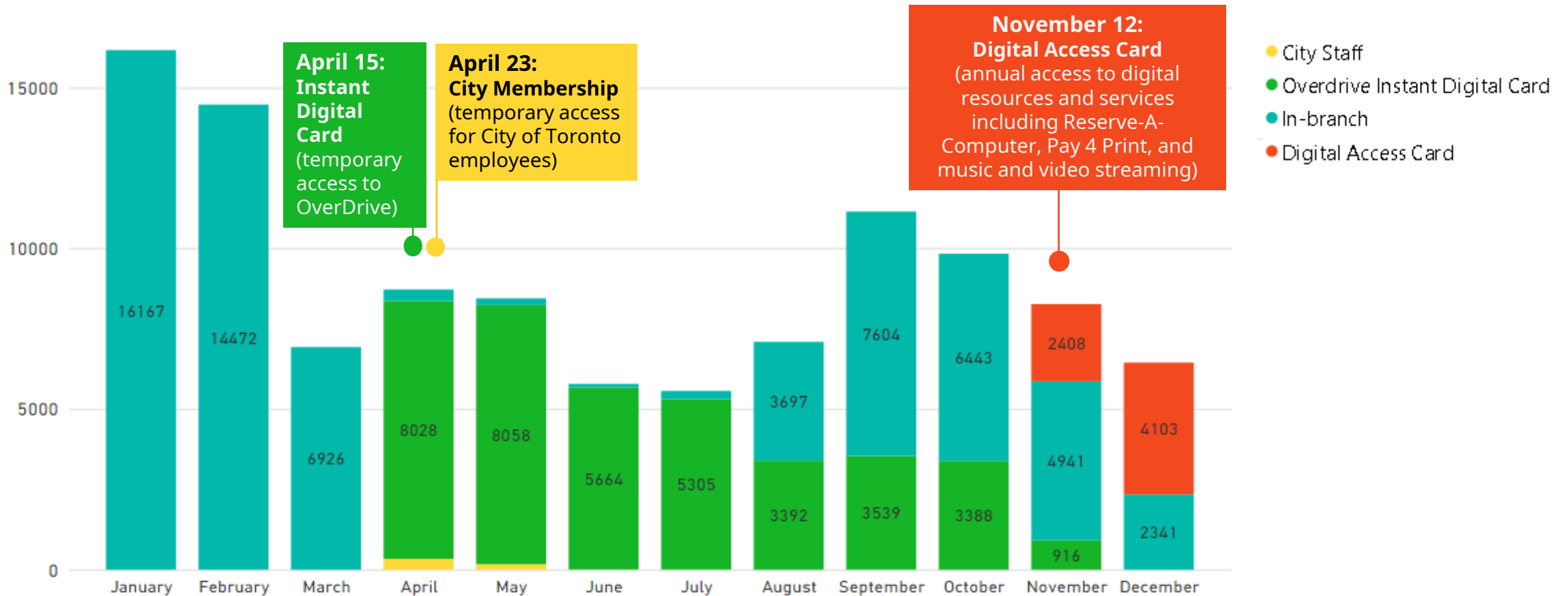
Pre-Pandemic: Jan 2020 – Feb 2020
 Pandemic: Mar 2020 – Dec 2020

TPL's What's On, Digital Services, and News Releases pages were the destination for Torontonians to gain relevant information about library services and updates



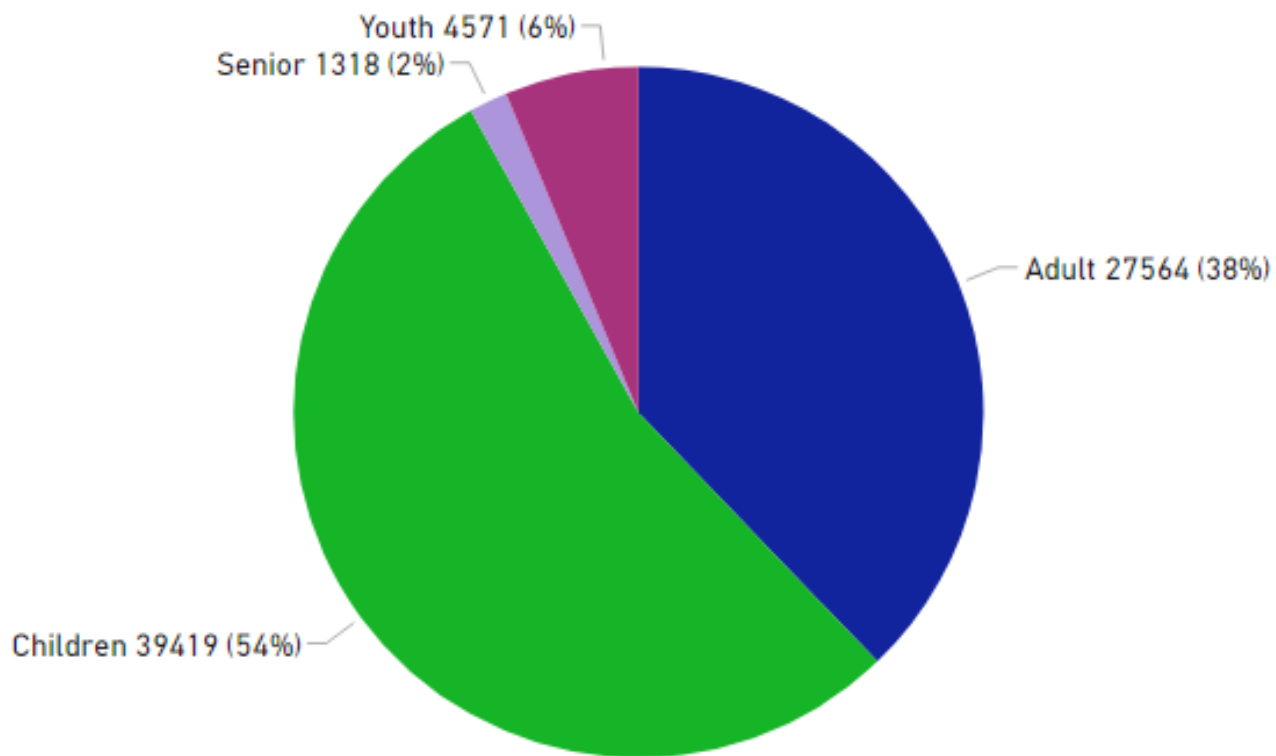
Overall visits to blogs increased 171% in 2020 compared to 2019. In June 2020, visits peaked in line with the introduction of curbside services

An increasing number of Torontonians registered online and gained immediate access to the library's digital resources and services

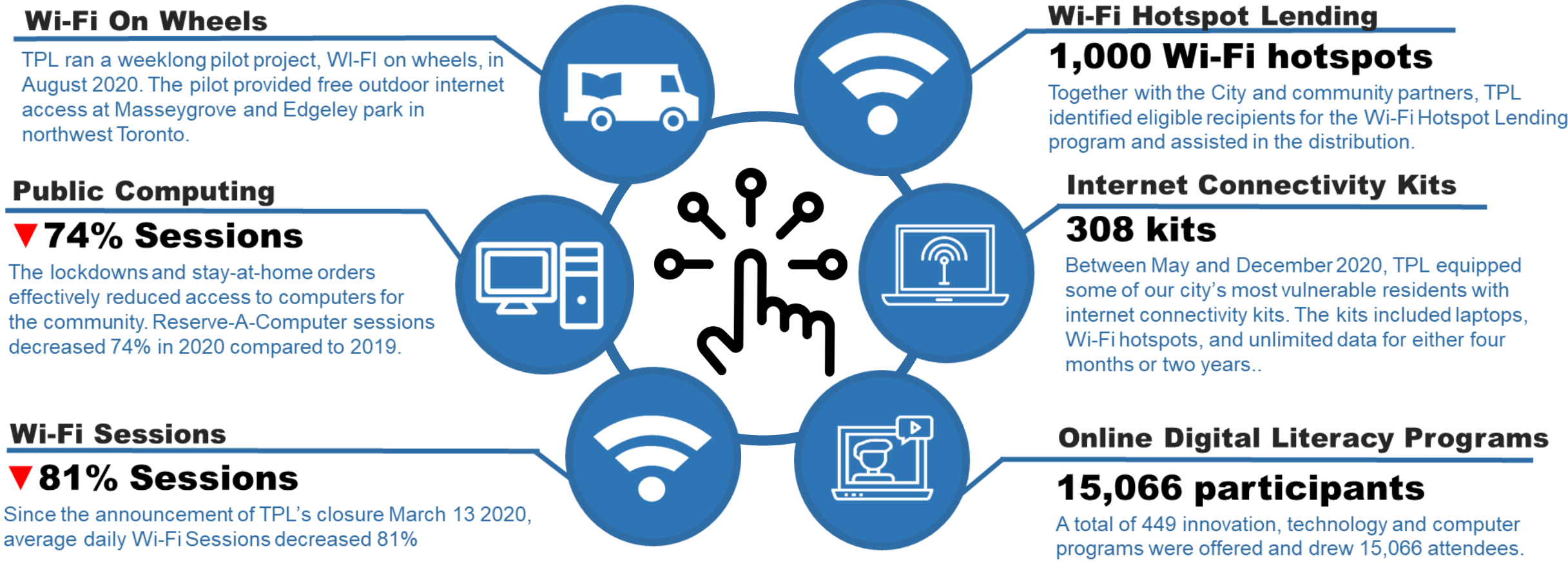


The introduction and continued development of live and on-demand virtual programs in 2020 helped to re-establish a sense of normalcy for the community, particularly children and adults

Views and Attendees by Program Age Group



However, the pandemic has also laid bare how some Torontonians, particularly those without access to technology or digital literacy, are being left behind



02 TPL'S CUSTOMERS

Online learning and consumption of e-news has shown significant growth since the pandemic

Pre-pandemic, there was already an increasing demand for e-learning. The pandemic catalyzed the trend as students and workers were forced to rapidly shift to online learning and remote work



Lynda.com

▲ **11%**

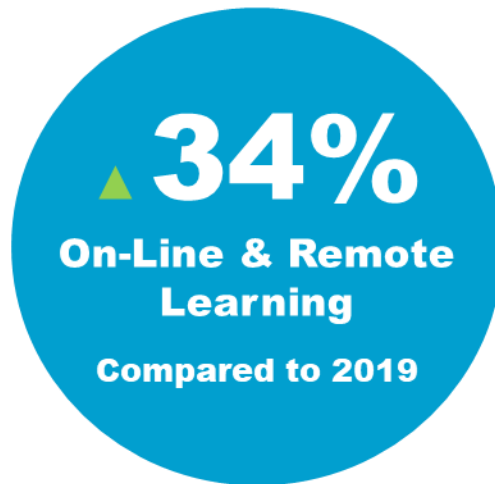
Compared to 2019



BrainFuse

▲ **61%**

Compared to 2019



Mango Languages

▲ **19%**

Compared to 2019



Gale Courses

▲ **116%**

Compared to 2019

Media coverage of the pandemic, protests, and the US election largely contributed to the rise in e-news consumption

TORONTO STAR

The Toronto Star

▲ **18%**

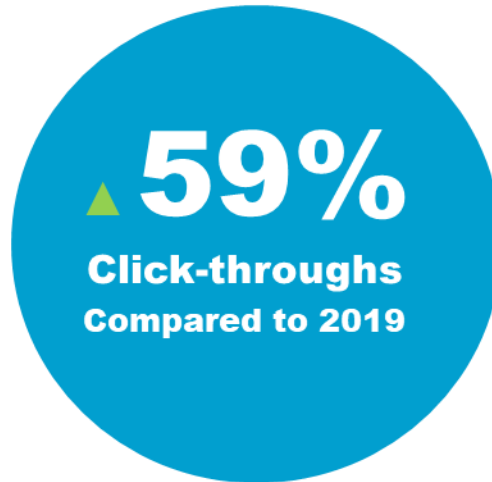
Compared to 2019



The Globe and Mail

▲ **4%**

Compared to 2019



PressReader

▲ **71%**

Compared to 2019



The New York Times

▲ **98%**

Compared to 2019

02 TPL'S CUSTOMERS

The pandemic boosted popularity of digital borrowing and caused a sharp decline in physical borrowing, disrupting total circulation in the short term

With the closure of branches mid-March to June, there was a shift towards digital with increased use of e-books and video streaming. It was a banner year for e-circulation and new e-users

E-Circulation

OverDrive, Hoopla, RB Digital, Kanopy

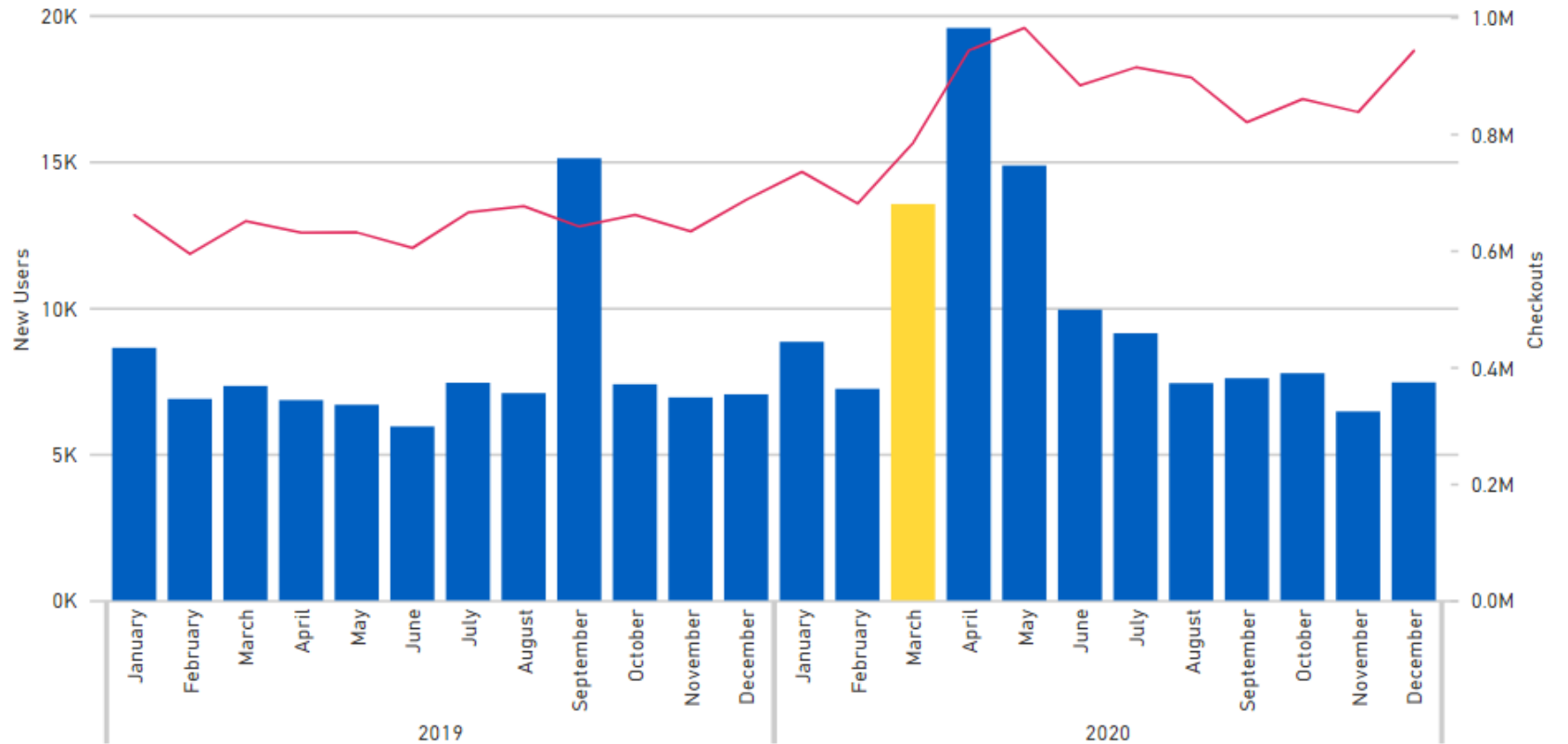


▲ 33% **10,282,352**
 Compared to 2019 Total Checkouts + Circulation + Plays 2020

▲ 28% **119,860**
 Compared to 2019 New Users in 2020

▲ 54% **4,707,999**
 Compared to 2019 Holds in 2020

● New Users — Checkouts



First time checkouts for physical materials plummeted 55% this year. With the pivot towards curbside service and re-openings, we saw a swing back for physical although not reaching pre-pandemic levels

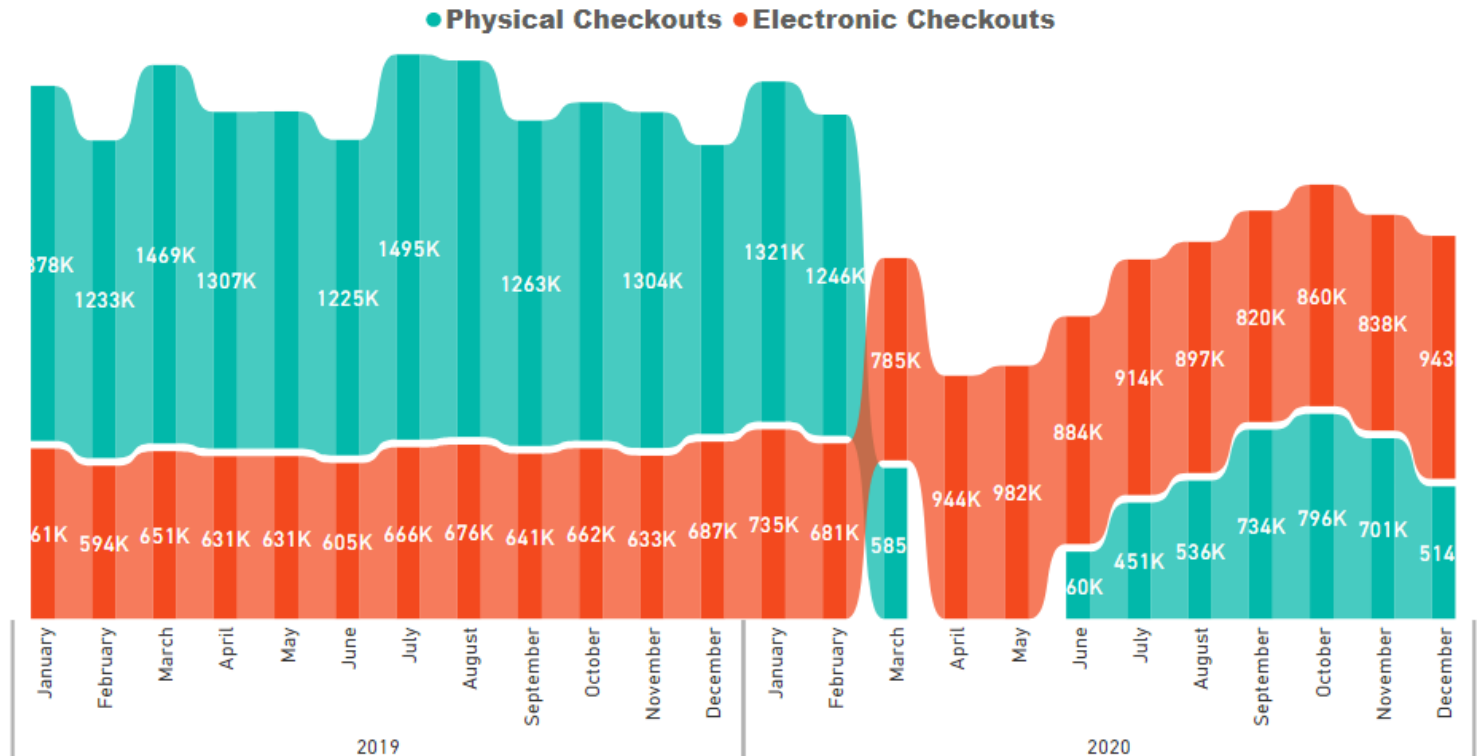


▲ 33%
Compared to 2019

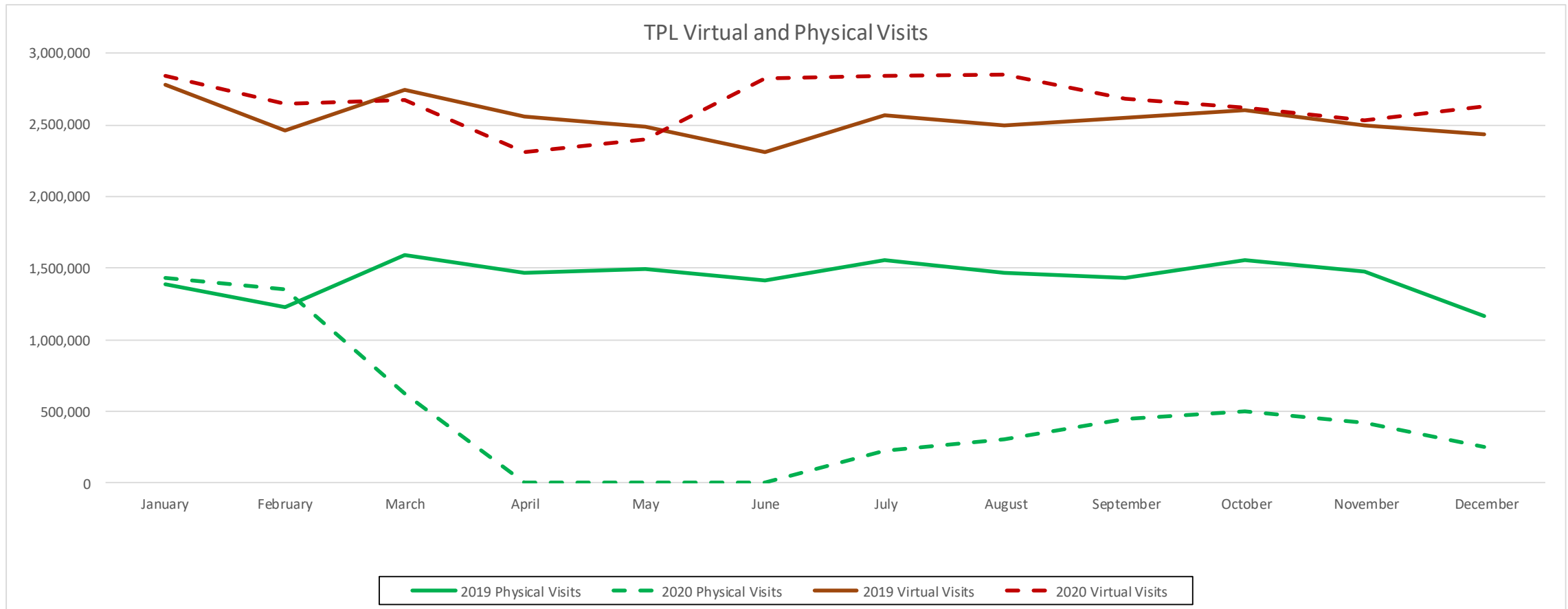
10,282,352
Total Checkouts + Circulation + Plays 2020

▼ 55%
Compared to 2019

7,144,163
Physical First Time Checkouts 2020



Despite the reduced capacity for space and services, customers steadily visited branches in person as they re-opened



03 TPL AS AN ORGANIZATION

TPL as an organization reacted quickly in response to the pandemic, modifying its operations, efficiently redeploying staff and building increased customer satisfaction

TPL as an organization was able to adapt very effectively to different service levels and deliver a consistent customer experience in spite of changes in provincial direction

Service Level Changes

100 branches closed

always available

- ✓ Access to over 650,000 digital items to borrow – books, movies, audiobooks, magazines, newspapers
- ✓ Access to online learning resources – e.g. Lynda.com, Brainfuse
- ✓ Wifi access outside at all library branches
- + Live and on-demand online programming for all ages
- + Instant Digital Card for Overdrive access
- + Answerline email & social media service

Stage 1

70 branches drop-box
67 branches pick-up

May

Curbside Drop-off & Pick-up of materials

- ✓ Drop box returns
- ✓ Scheduled holds pick-up

Stage 2

72 branches open regular hours, no Sunday service

Jun - Jul

Limited in-branch services

- ✓ Scheduled in-branch holds pick-up
- ✓ Scheduled in-branch computer access
- ✓ Print, scan & photocopy
- ✓ Use of washrooms
- ✓ Answerline and in-branch phone service

Stage 3

82 branches open regular hours, no Sunday service

Aug - Nov

Add'l in-branch services:

- ✓ Self-checkout of holds
- ✓ Library card reg.
- ✓ More DIH computer time and services
- ✓ Browse/borrow items
- ✓ Connect and use Wi-Fi
- ✓ Work or study (with limited seating)
- ✓ Access quick reference services
- ✓ Leading to Reading
- ✓ Adult Literacy
- ✓ LSP partnership
- ✓ Fabrication Studio
- ✓ Bookmobile
- ✓ Home Library Service

Grey-Lockdown &

Province-wide shutdown (Dec 26)

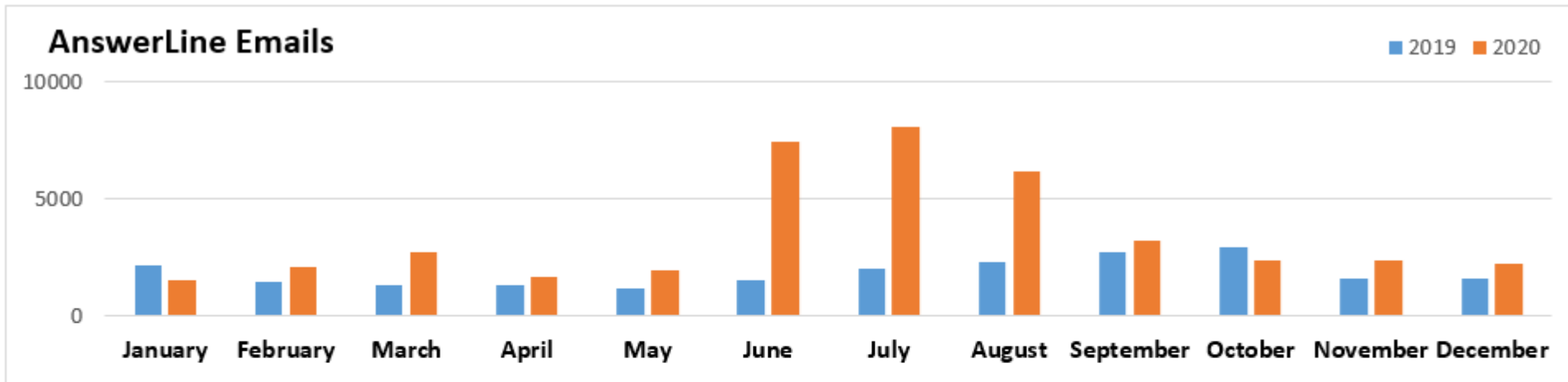
Nov - Dec

Maintain contactless service Suspend high contact service

- No in-branch browsing or studying
- No Youth Hubs
- No DIH/Fabrication Studio
- No quick reference services
- +
✓ Digital Access Card

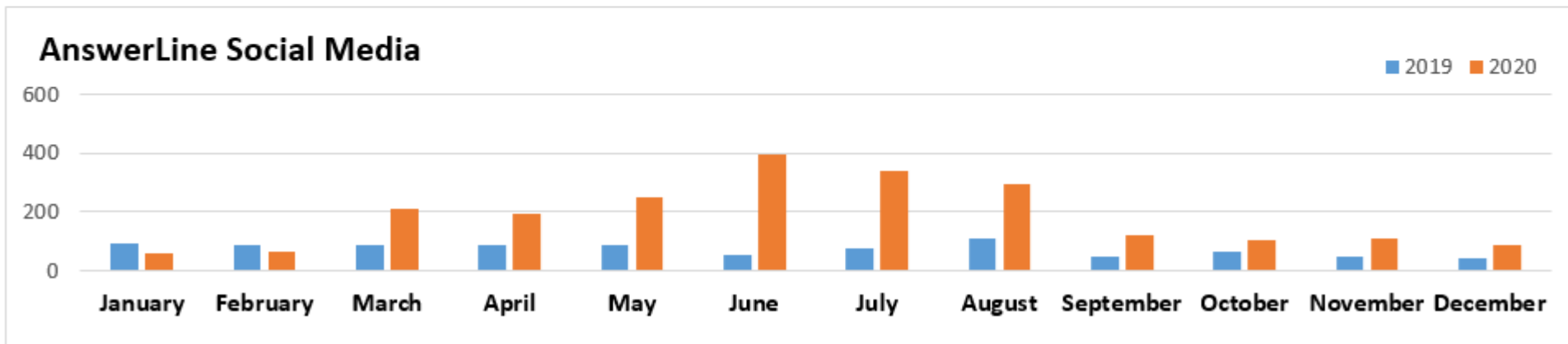


Answerline quickly adapted its operations, building internal capacity to handle increased volume of online communications



41,759
Emails in 2020

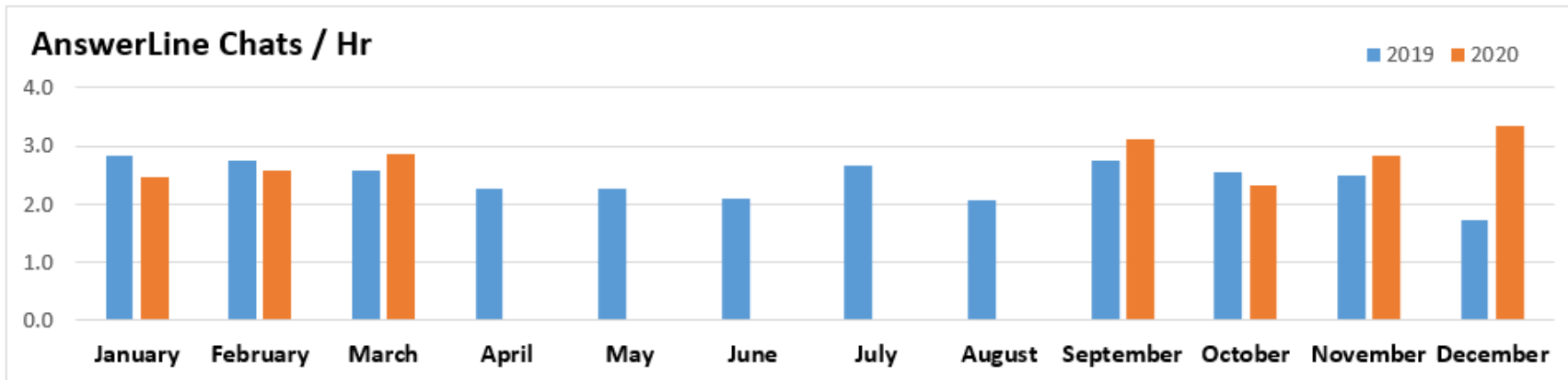
▲ 90%
From 2019



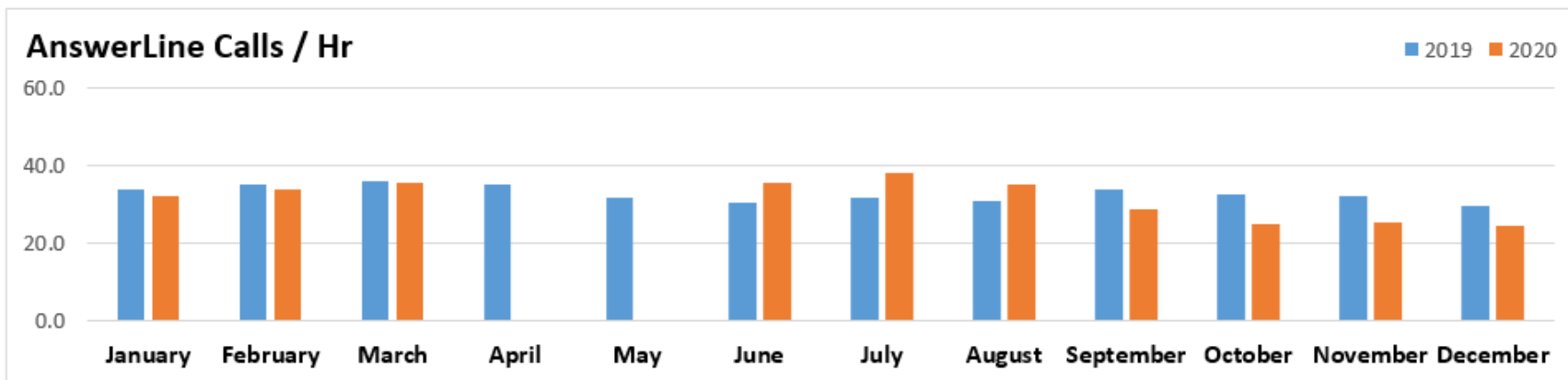
2,209
Questions received on
Social Media in 2020

▲ 160%
From 2019

AnswerLine promptly reintroduced telephone service to meet customer demand



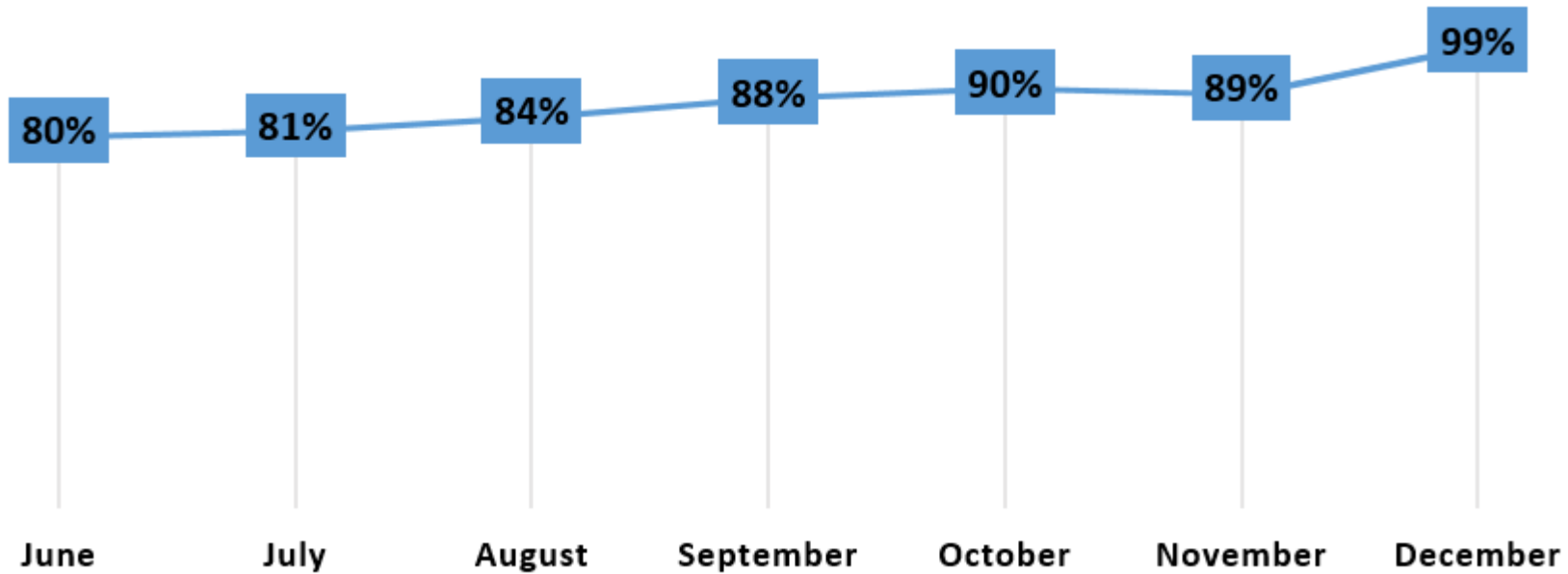
▲ 12.9%
Annual chat/hr rate from 2019



▼ 5.3%
Annual calls/hr rate from 2019

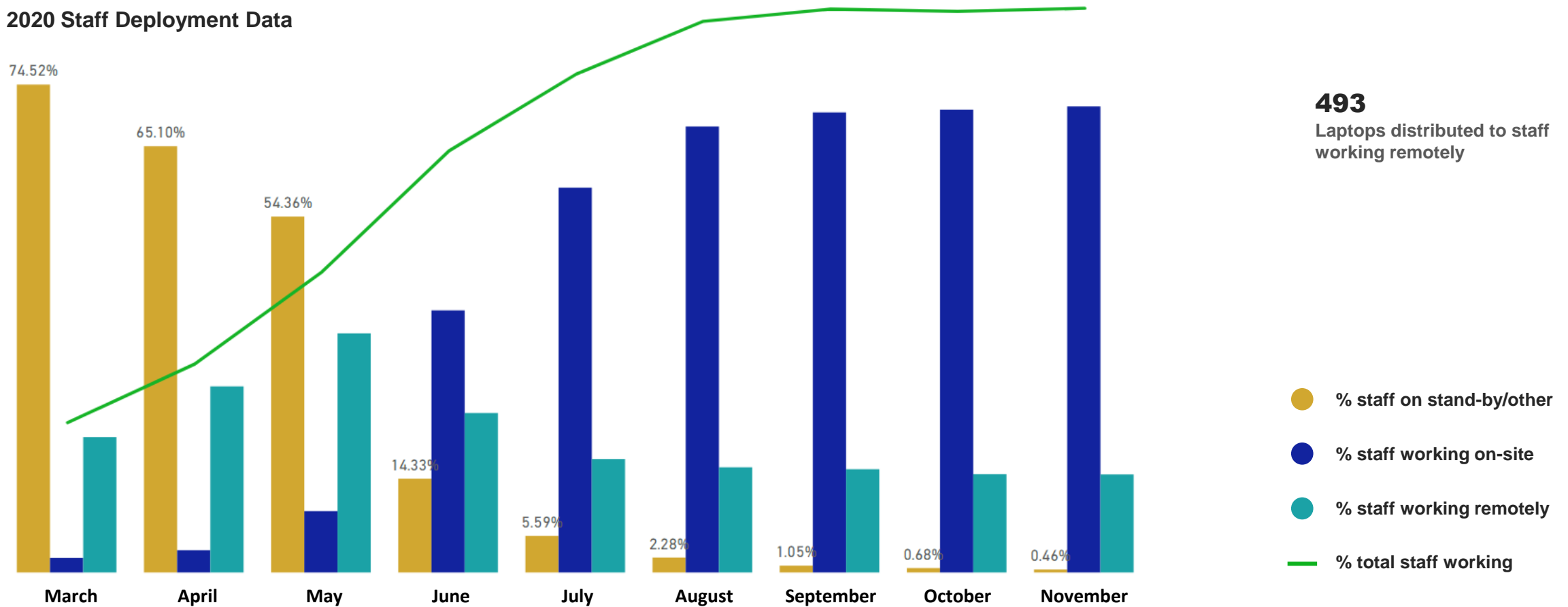
The level of customer satisfaction with AnswerLine's services increased

Customer Satisfaction with AnswerLine (2020)



TPL was able to quickly adapt to a hybrid work environment, re-deploy its staff to meet the service and operational needs of the various reopening stages

2020 Staff Deployment Data



TPL was able to deliver in-branch services in 2020 while keeping staff and customers safe

Health Status

data set 2.09a



9

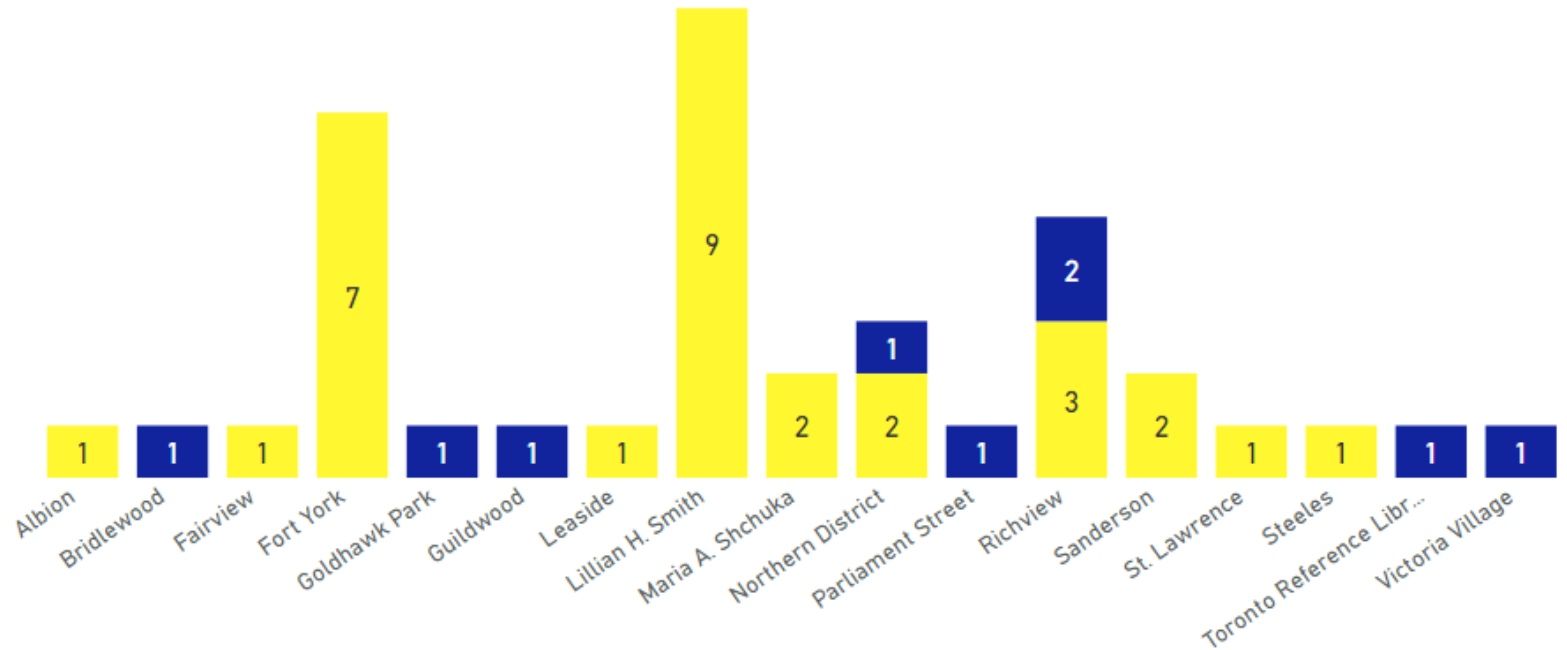
Staff Confirmed Positive With COVID-19 between September and December

30

Visitors Self-Reported Positive With COVID-19 between September and December

Self-Reported Covid-19 Cases

● Visitor cases ● Staff cases

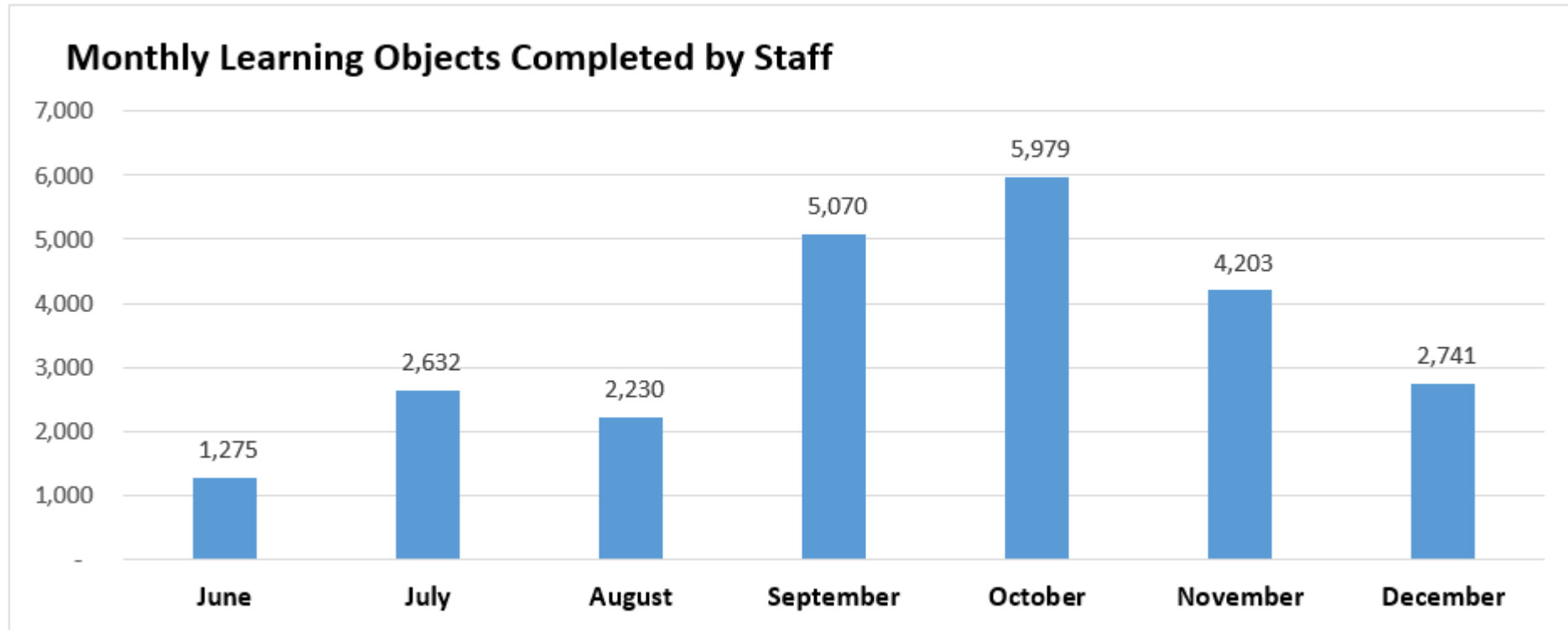


04 TPL STAFF

As a resilient workforce, TPL Staff leveraged training resources available on learn:tpl, accessed critical information through the COVID-19 resource site and participated in staff town halls to stay connected

TPL Staff were quick to take advantage of the newly launched learning management system to engage in online training

learn:tpl



Completing a large number of courses, both mandatory and for professional development

learn:tpl

Top 10 Learning Objects Completed in 2020
(Between June & December)

Learning Object Name	# Completed
WHMIS 2015	1,688
Occupational Health And Safety Awareness For Workers in 4 Steps	1,360
AccessForward - General Requirements	920
AccessForward - Customer Service Standard	796
Working Together - The Code and the AODA	773
AccessForward - Information Standard	737
Accessibility Standards	713
AccessForward - Employment Standard	704
Welcome to learn:tpl	701
Accessibility at TPL	682

24,130

Total Learning Objects Completed between June and December

Significant efforts were taken by TPL staff to plan, develop, and implement online programming



CULTURE DAYS



72,872

**Attendees For Live Programs
+ Views For Recorded Programs 2020**

963

**Programs Launched On-Line
April-December**

TPL Staff were heavily engaged throughout the year with each other on TPL's Yammer platform, as well as with the critical information made available through the COVID-19 resource site and staff town halls

Yammer



421

tpl:together group members accumulated between April and December

1,292

Messages Posted in tpl:together group between April and December

8,245

Message Likes in the tpl:together group between April and December

ShareTPL COVID-19 Resources Site

2,701

Total Pageviews between October and December

Staff Town Hall Attendance

1,677

Total Live Attendance and Views for August, September and November Town Halls

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