

BUDGET **TO**



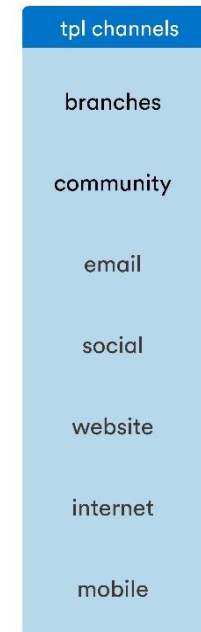
Toronto Public Library 2021 Operating Budget and 2021-2030 Capital Budget & Plan Briefing to Budget Committee

January 21, 2021

Toronto Public Library Services



Toronto Public Library 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 environment.



More than **two thirds** of Torontonians use their library every year



Toronto Public Library Outcomes

Toronto Public Library is the vital active ingredient that informs and inspires Toronto and its communities, making us all more:



resilient



knowledgeable



connected



successful

How Well We Are Doing – Outcomes

- Consultation with 1,457 voices from Indigenous populations, equity-seeking groups, vulnerable populations
- Asked what services, supports and programs they need urgently in the next 0 – 6 months.

62% parks & public spaces

53% reliable & safe transit

52% access to libraries & library services

48% spaces for people to meet safely in communities or to deliver important community programs and services in person or virtually

47% income supports

47% recreation facilities or programs

How Well We Are Doing – Outcomes

Dear Toronto Public Library,

I just have to say Thank you for the new wifi hotspot lending program. This has been absolutely fantastic for my family and is making life so much easier! I just need to pass on our gratitude to everyone involved in creating this program. I'm sure there were many people and I don't know who they are, so please forward appropriately!

In the past week we have had the hotspot, I no longer need to race out of the house to stand in front of the AandW to download and check my emails each morning. I haven't had to hop off the rocensvalles streetcar to stand near the Tim Hortons to double check that my daughters class hasn't been cancelled or rescheduled before we head out. I haven't had to detour toward the subway station just to logon and send the email to my accountant to followup on our taxes and could instead head straight home ...saving 20 minutes of family time without the detour! We did a puzzle together instead that night while I typed a quick email.


My partner has been able to quickly look up the instructions for the cabinet he is installing when it arrived missing the paperwork.

I got to show the kids photos of their new baby cousin whom we cannot visit within 45 minutes of her birth, right after my daughter logged off of her first day of her new online coding club on Wednesday.

I will be able to continue volunteering as a (now online) volunteer reading helper at our local school this term and will be able to do our required webinar trainings for our scout troupe this weekend.

When a repair person came by this morning, I could access the email thread we had had about the scope of work and estimated costs easily and I could pay the invoice by etransfer from my account right then...without having to find a way to get out with the kids or wait until another day when someone could watch them. I could also spend (too much) time needed to scroll and shop around online for the best price for the appliance we need replaced, easily at home while the little one napped...rather than frazzled with a time limit at the library.

We have been able to check at which local library branch the latest paw patrol movie was available and my kids made a few more requests so that I could make a single trip to the library to satisfy our Friday night family movie request efficiently.

 My daughter will now be starting her speech therapy with an SLP on zoom in the next two weeks, and we will keep waiting for in-person service to resume.



“Internet access is not just a technology conversation, it’s an equity conversation,” Lawrence Eta, City of Toronto CTO

“For people without internet access at home, the forced closure of the libraries at the beginning of the pandemic was a major obstacle. In [a recent Bridge report survey](#), more than half of the people who use the libraries’ computers say it’s their only internet access.”

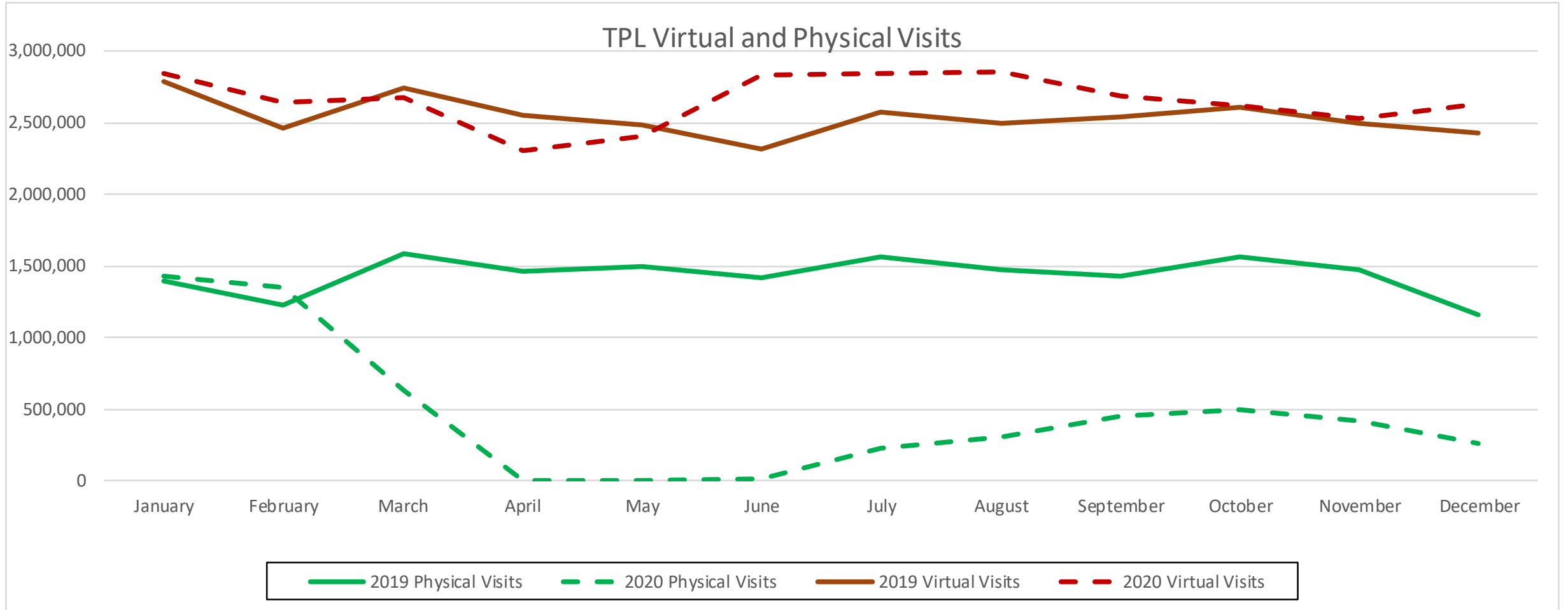
How Well We Are Doing

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Outcome Measures								
Toronto Public Library	Physical circulation per capita	8.0	7.8	7.7	3.0	7.3	7.2	●
Toronto Public Library	eBook and eAudiobook circulation per capita	2.4	2.7	3.3	3.5	3.6	3.7	●
Toronto Public Library	User satisfaction with variety of programs and classes offered	79%	83%	83%	83%	83%	83%	●
Service Level Measures								
Toronto Public Library	Library Open Hours	268,882	265,672	268,093	155,940	272,500	279,391	●
Toronto Public Library	Library Materials Budget per capita	\$6.69	\$6.88	\$6.51	\$6.88	\$6.80	\$6.71	●
Toronto Public Library	User satisfaction with variety of books and other materials available	91%	88%	88%	88%	88%	88%	●

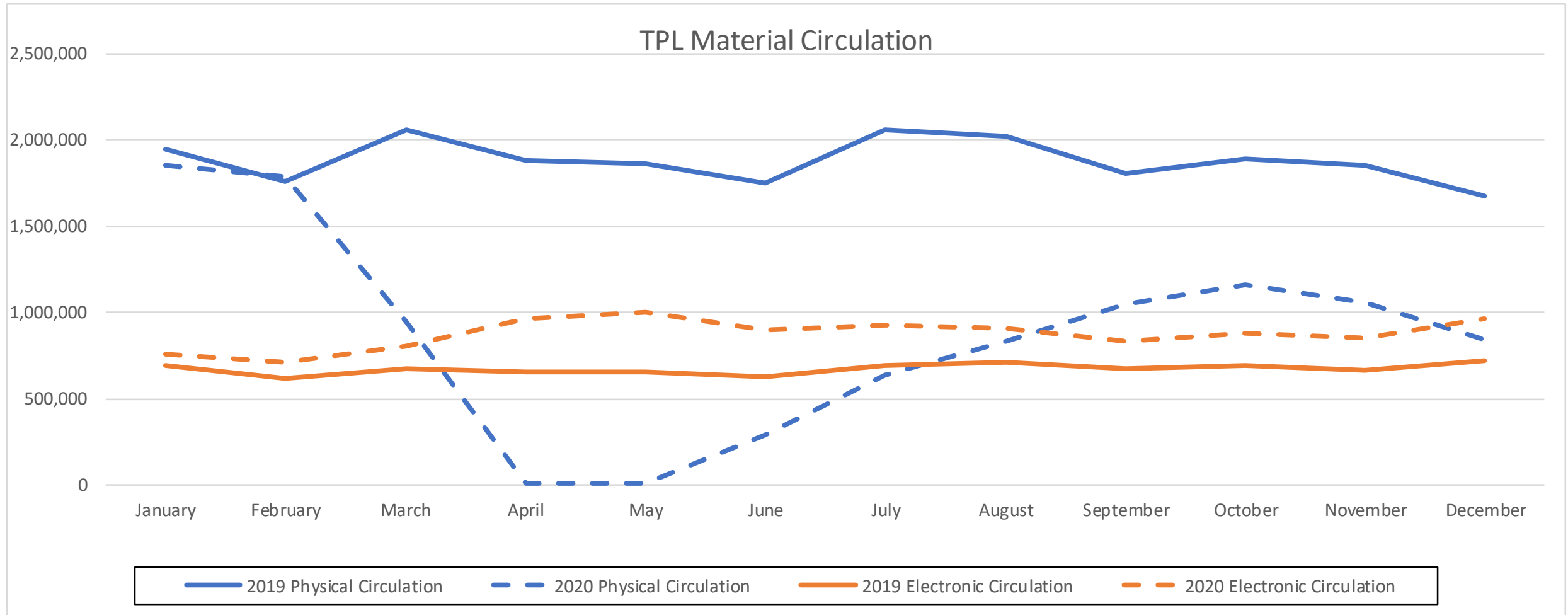
How Well We Are Doing

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Other Measures								
Toronto Public Library	Well maintained spaces to improve customer experience (total virtual + physical visits)	47.0 M	47.7 M	49.7 M	40.3 M	46.7 M	48.7 M	●
Toronto Public Library	Youth Hubs to support youth and address goals of the Toronto Poverty Reduction Strategy and Toronto Youth Equity Strategy	11	13	15	23	23	23	●
Toronto Public Library	Total Operating Cost per Library Use	\$1.85	\$1.94	\$2.17	\$3.15	\$2.34	\$2.32	●
Toronto Public Library	Torontonians who agree public libraries are an important resource for the community	92%	90%	90%	90%	90%	90%	●

How Well We Are Doing – Visits



How Well We Are Doing – Circulation



How Well We Are Doing

e-collections (april – december)



E-Circulation

(OverDrive, Hoopla, RB Digital, Kanopy)

28% ↑ 39% ↑

90,230
new users

8,081,199
total checkouts +
circulation + streams



E-Learning

(Lynda, BrainFuse, Mango Languages, Gale Courses)

41% ↑

606,707
sessions



E-Newspapers

(PressReader, NY Times, Toronto Star archive, Globe & Mail archive)

60% ↑

239,243
click-throughs



Digital Archives + Other Web databases

(Ancestry, Consumer Reports, JSTOR, Academic OneFile)

99% ↑
searches

2,619,642
page views

603,776
sessions

616,652
searches

How Well We Are Doing

library card registrations (april – december)



521 city of toronto employee registrations

38,290 instant digital card (Overdrive) registrations

NEW
6,641 digital access card

online programming (april – december)



911 programs delivered

66,971 attendees / views

How Well We Are Doing

2020 partnerships & community supports

- **Food Security**

- ~ **Food banks in library branches**
(over 40,000 individuals to date)

- **Literacy & Learning**

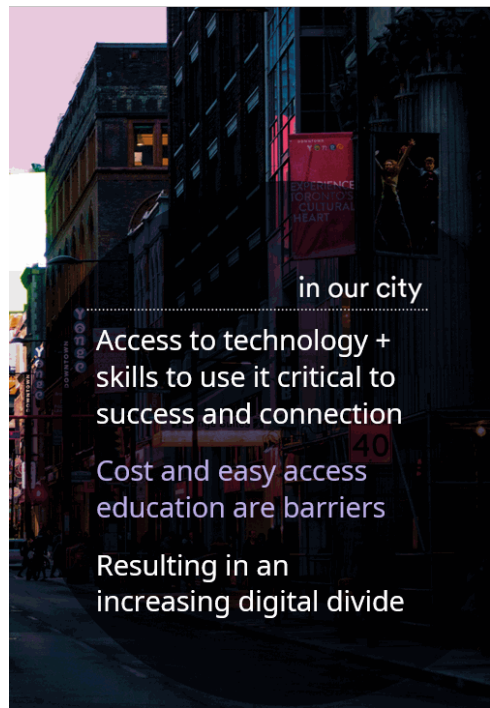
- ~ Free books with food hampers
(over 4,000 for children and teens)
- ~ Free books to City shelters
- ~ Online Adult Literacy service
- ~ Online school outreach
- ~ **Career Coaches in Residence**

- **Digital Access & Inclusion**

- ~ **Internet Connectivity Kits**
- ~ WiFi Hotspot Lending
- ~ WiFi on Wheels
- ~ Branch WiFi

- **Social Inclusion & Engagement**

- ~ **Seniors wellness checks**
- ~ Bloom Cam
- ~ **PRESTO card distribution**
- ~ TORR Art Installations
- ~ StrollTO



1 Opening up our public space

2 Broadening Toronto's digital access and inclusion

3 Building pathways for workforce development

4 Providing the vital ingredients for a democratic society

5 Investing in staff and an innovative service culture

Support an inclusive **economic recovery** as part of the City's reopening, recovery and rebuild strategy

Provide affordable, accessible and resilient **digital supports** as a public service for all by accelerating tpl's digital strategy and modernizing our digital capabilities

Advance **equity** in the city and workplace supporting the shared outcomes of the City's equity strategies, with a particular focus on Poverty Reduction

2021 Key Risks and Challenges

COVID-19 Impact

Total \$5.9 M

- Increased janitorial supplies (PPE, ad-hoc cleaning): \$0.3 M net
- Increased contracted janitorial and security: \$2.0 M net
- Decreased revenues related to tenants and venues rentals: \$1.5 M net
- Decreased printing revenues: \$0.7 M and decreased fines revenues: \$1.4 M

Other Risks and Challenges

- Digital Service Modernization
 - Accelerate digital capabilities
 - Increase cyber security controls
 - Improve data driven decision-making
- Contract pressures, economic increases
- Support equity and inclusion, esp. for vulnerable populations, through poverty reduction initiatives

2021 Priority Actions

COVID-19 Recovery Plan

- Q1-Q2: Not charging of fines, no room rentals and no in-branch programming; reduced in-branch capacity (spaces & technology); continued online programming
- Q1-Q3: Gradual reinstatement of Sunday Service starting with largest branches
- Q2-Q4: Gradual reinstatement of all remaining services
- Additional janitorial and guard services are monitored and adjusted in response to pandemic needs and requirements

Priority Actions for 2021

- Focus on keeping buildings open to those in the community with the highest needs
- Respond to increases in demand and pivot between digital and in-person services as needed
- Monitor and adjust phased reopening strategy as needed
- Be agile to reinstate and/or scale back high-contact services as necessary
- Continue to add digital services and community-based services as needed
- Working on strategy to support vulnerable people and people experiencing homelessness in our branches
- Eliminate children's overdue fines

2021 Operating and Capital Budget Summary

Operating Budget

\$ Millions	2020 Budget	2020 Projection	2021 Budget	2021 Vs. 2020		OUTLOOKS	
				\$'s	%	2022	2023
Revenues	\$20.6	\$16.6	\$17.5	\$0.9	5.2%	\$19.2	\$20.9
Gross Expenditures	\$217.3	\$212.4	\$221.6	\$9.2	4.3%	\$231.0	\$235.3
Net Expenditures	\$196.7	\$195.8	\$204.1	\$8.4	4.3%	\$211.8	\$214.4
Approved Positions	1,769.8	1,769.8	1,787.8	18.0	1.0%	1,800.8	1,805.8

10 Year Capital Budget & Plan

\$ Millions	2021	2022-2030	Total
Gross Expenditures	\$44.8	\$394.5	\$439.3
Debt	\$35.4	\$300.3	\$335.7

Note: Includes 2020 carry forward funding to 2021

2021 Operating Budget

2021 Operating Budget

2021 Gross Operating Expenditures

Toronto Public Library: \$221.576 M

Summary of Increases

Base Budget increase excluding COVID impacts: 0.6%
COVID-19 related budget pressures: 3.0%
Budget Enhancement to eliminate Children's Fines: 0.2%

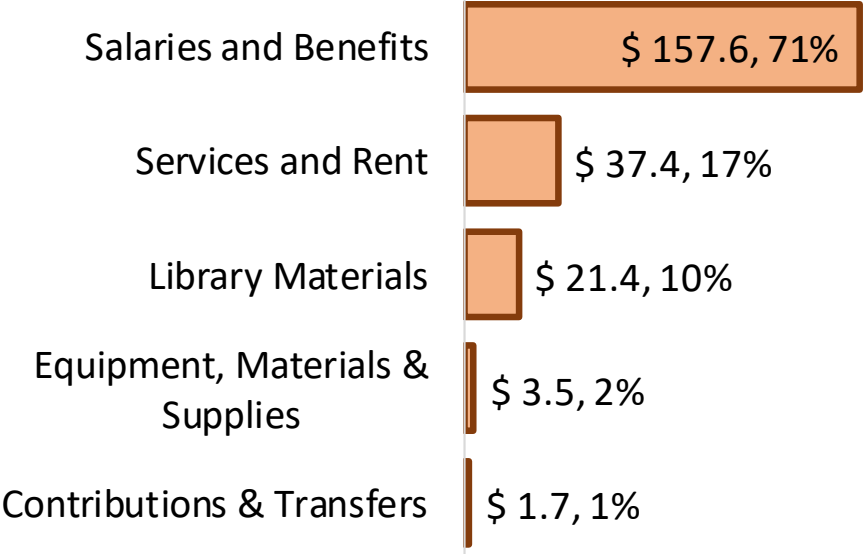
Cost Drivers

1. Salaries and Benefits increases subject to collective agreement
2. COVID-19 financial impact and impact on services and service levels
3. Digital Services modernization
4. Library Materials

Where the Money Goes and How the Budget is Funded

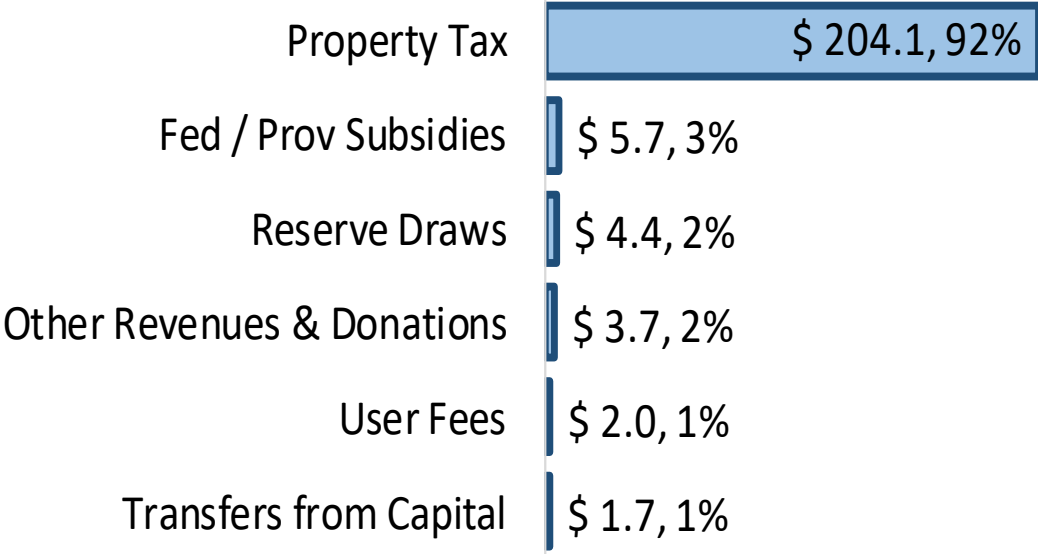
Where the Money Goes

In \$ Millions



Where the Money Comes From

In \$ Millions



2021 Net Operating Budget

(In \$000s)	2019 Actual	2020 Budget	2020 Projection	2021			2021 Budget	Change v. 2020 Projection	
				Base Increase	COVID-19 Pressure	New / Enhanced		\$	%
By Program	\$	\$	\$	\$		\$	\$		%
Net Expenditures									
Toronto Public Library	188,072.6	196,694.7	195,756.5	1,189.3	5,932.6	300.0	204,116.6	8,360.1	4.3%
Total Net Expenditures	188,072.6	196,694.7	195,756.5	1,189.3	5,932.6	300.0	204,116.6	8,360.1	4.3%

2021 Operating Budget		
Change vs. 2020 Budget		
\$ Millions	\$'s	%
Base Budget	1,189.3	0.6%
COVID Impact	5,932.6	3.0%
Enhancement	300.0	0.2%
Total	7,421.9	3.8%

Key Cost Drivers – 2021 Balancing Actions

(\$000s)								
Recommendation	Savings Type	2021				2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions
Line by line efficiencies	Line By Line	64.9	(143.9)	(208.8)	-			-
Foregoing non-union progression & COLA	Other		(527.0)	(527.0)	-			-
Voluntary Separation Program	Other		(2,012.0)	(2,012.0)		1,887.0	1,887.0	-
Savings from Phased Reopening	Other		(2,822.7)	(2,822.7)		2,822.7	2,822.7	-
Total Balancing Actions		64.9	(5,505.6)	(5,570.5)	-	4,709.7	4,709.7	-

The 2021 Balancing Actions reduced the net budget pressures for TPL by 2.8%

New / Enhanced

Building a Prosperous Toronto Investments \$0.600 M in new investments



**POVERTY
REDUCTION**
\$0.300 M net*



Elimination of children's fines



*\$0.300 M contributed in 2021 through fundraising by TPL Foundation

\$0.600M

NEW INVESTMENTS TO ADDRESS KEY PRIORITIES IN 2021

2021 – 2030 Capital Budget & Plan

Capital Assets to Deliver Services

Buildings

- 100 branches and 2 service buildings, total 1.9 million sq. feet
- Replacement value - \$1.5 billion

Library Materials

- 10 million physical items
- Access to hundreds of thousands of recreational, e-learning and other digital content titles by download, streaming or online viewing

IT Infrastructure including sorters, self-service equipment and on-line service delivery

- Replacement value - \$38 million

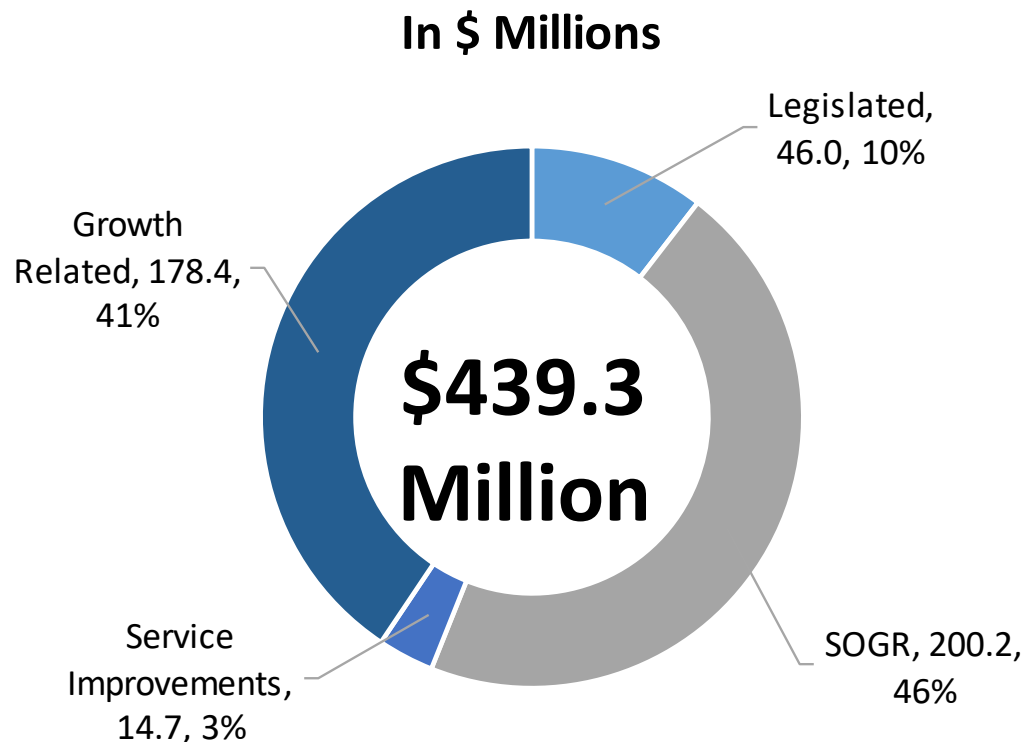
Vehicle Fleet

- 44 vehicles (including 2 bookmobiles)
- Replacement value - \$3.5 million

2021 Capital Program Breakdown

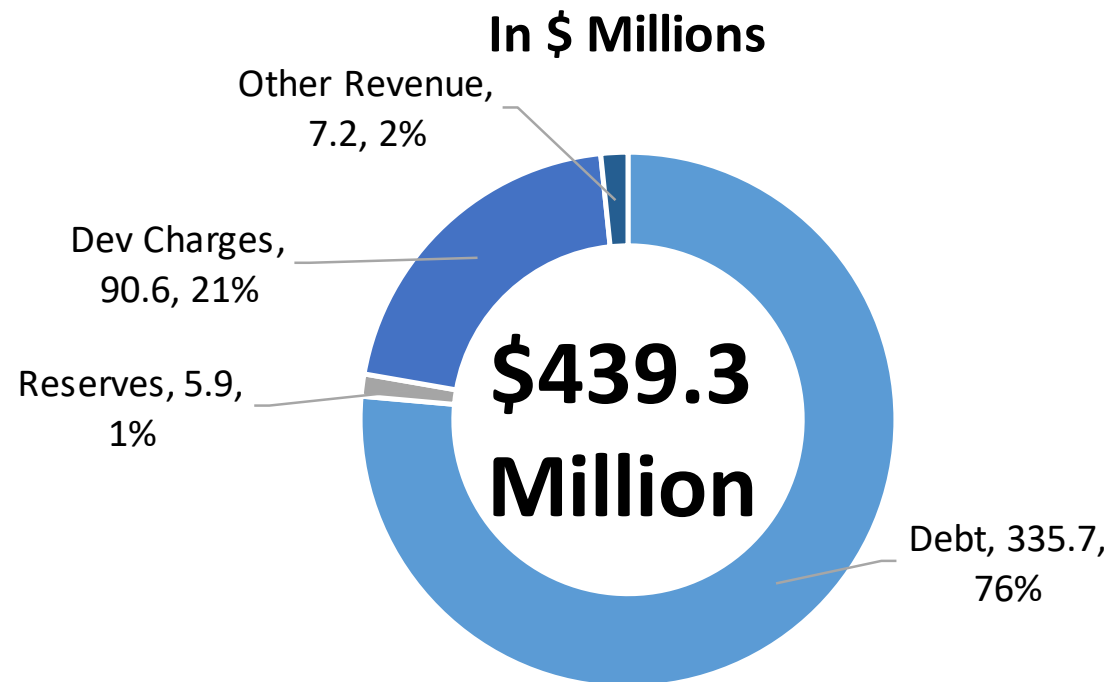
Where the Money Goes

10-Year Capital Plan (2021-2030)







Where the Money Comes From

10-Year Capital Plan (2021-2030)



\$439.3 Million 10-Year Gross Capital Program

			
Aging Infrastructure Maintenance	Branch Expansion	Information Technology	Modernization and On-Line Services
\$179.0 M 41%	\$173.5 M 39%	\$57.1 M 13%	\$29.7 M 7%
State of Good Repair Interior renovations Structural maintenance Building systems Accessibility retrofits	Growth-related Branch relocations Branch renovations and expansions	State of Good Repair Hardware/Software Servers Networks Printers	Service Improvements Printing efficiencies Self-service fines payments at self-checkout stations & online Customer service modernization

How the 10-Year Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$439 M 100%		\$0 M 0%	\$0 M 0%
Debt	\$ 335 M		
Reserve Draws	\$ 6 M		
Development Charges	\$ 91 M		
Other	\$ 7 M		

Capital Needs Constraints

Capital Needs Constraints: \$65.280 Million, including

- City Hall Library Relocation and Expansion (\$16.130 million)
- Danforth/Coxwell Library Relocation and Expansion (\$17.642 million)
- St. Lawrence Library Relocation and Expansion (\$31.508 million)

TPL efforts to support City of Toronto financial objectives

Operating

- History of operating budget efficiencies and innovation
 - Reduction in staffing while accommodating growth and introducing new services
- VSP savings
- Continued North American leadership in advocacy for fair ecollections pricing and policies
- TPL Foundation fundraising:
 - Fines elimination
 - Digital access and inclusion

Capital

- Advocacy for changes to Bill 108 to reinstate development charges for libraries → Bill 197
- Work with CreateTO for 40 St. Clair Ave E. (Deer Park branch) redevelopment to leverage City asset and improve library service
- Fundraising for named library spaces (\$50K - \$30M)

Thank You



Appendices

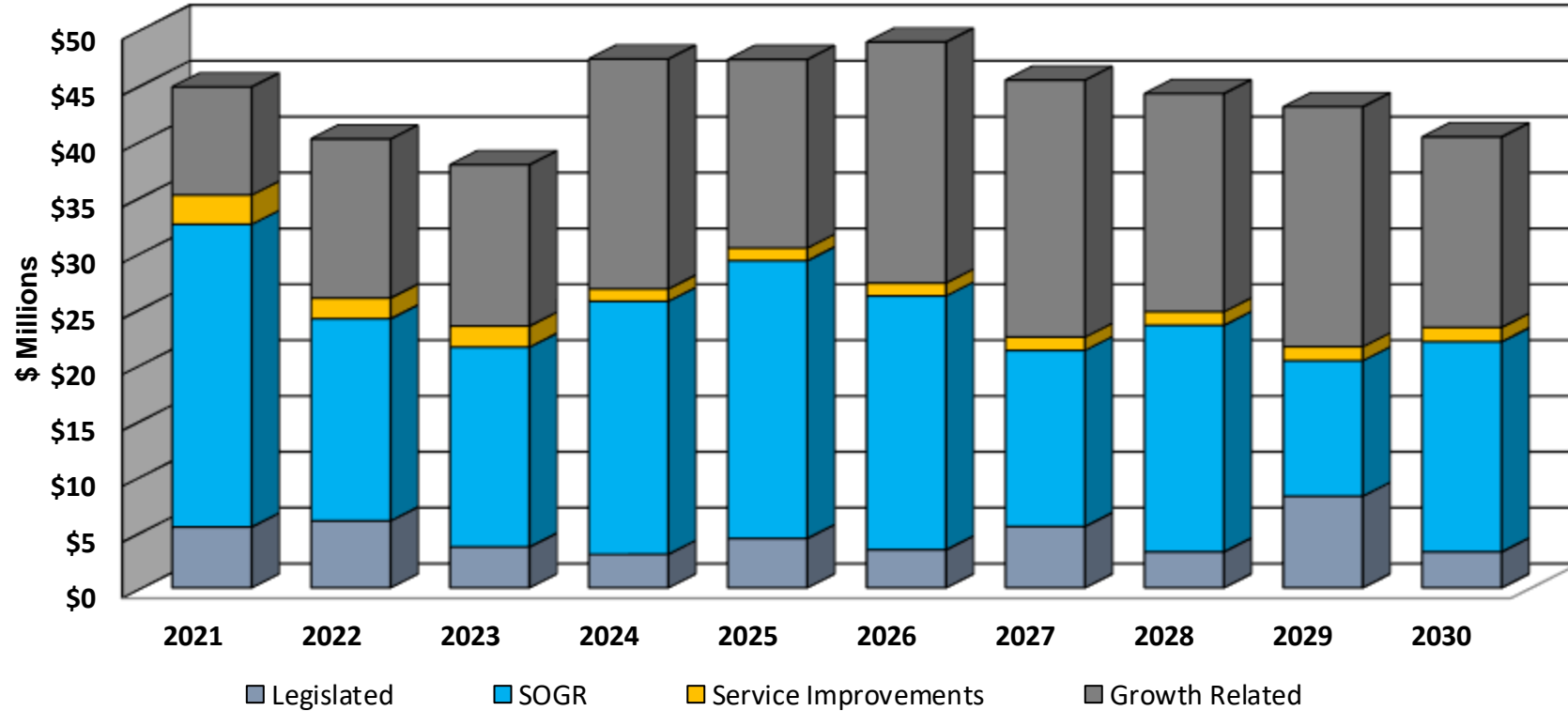
COVID-19 Financial Impact – Operating

COVID-19 Impacts	(\$000s)					
	2020			2021		
	Revenues	Gross	Net	Revenues	Gross	Net
Revenue Loss						
Reduced Venues costs and revenues	(2,700.0)	(500.0)	2,200.0	(1,434.0)	(159.1)	1,274.9
Reduced Print revenues	(800.0)		800.0	(664.5)		664.5
Reduced Fines revenues	(1,500.0)		1,500.0	(1,421.2)		1,421.2
Other misc. revenues	(350.0)		350.0	(308.6)	(36.6)	272.0
Sub-Total	(5,350.0)	(500.0)	4,850.0	(3,828.3)	(195.7)	3,632.6
Expenditure Increase						
Increase in janitorial contract/supplies		600.0	600.0		1,300.0	1,300.0
Increase in security contract/casual		300.0	300.0		1,000.0	1,000.0
Other		500.0	500.0			
Sub-Total		1,400.0	1,400.0		2,300.0	2,300.0
Savings due to Underspending						
Salary (delayed hiring, EL, Sundays)		(6,800.0)	(6,800.0)			
Benefits		(2,100.0)	(2,100.0)			
Other (e.g. Utilities, Supplies, Vehicle Res.)		(900.0)	(900.0)			
Sub-Total		(9,800.0)	(9,800.0)			
Savings due to Management Actions						
Voluntary Separation Program (VSP)		2,685.0	2,685.0			
Sub-Total		2,685.0	2,685.0			
Total COVID-19 Impact	(5,350.0)	(6,215.0)	(865.0)	(3,828.3)	2,104.3	5,932.6

2021 Operating Budget

(In \$000s)	2019 Actual	2020 Budget	2020 Projection	2021 Base Budget	2021 New / Enhanced Requests	2021 Budget	Change v. 2020 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Toronto Public Library	21,875.5	20,639.7	16,603.9	17,759.7	(300.0)	17,459.7	855.7	5.2%
Total Revenues	21,875.5	20,639.7	16,603.9	17,759.7	(300.0)	17,459.7	855.7	5.2%
Expenditures								
Toronto Public Library	209,948.0	217,334.4	212,360.5	221,576.3		221,576.3	9,215.8	4.3%
Total Gross Expenditures	209,948.0	217,334.4	212,360.5	221,576.3		221,576.3	9,215.8	4.3%
Net Expenditures	188,072.6	196,694.7	195,756.5	203,816.6	300.0	204,116.6	8,360.1	4.3%

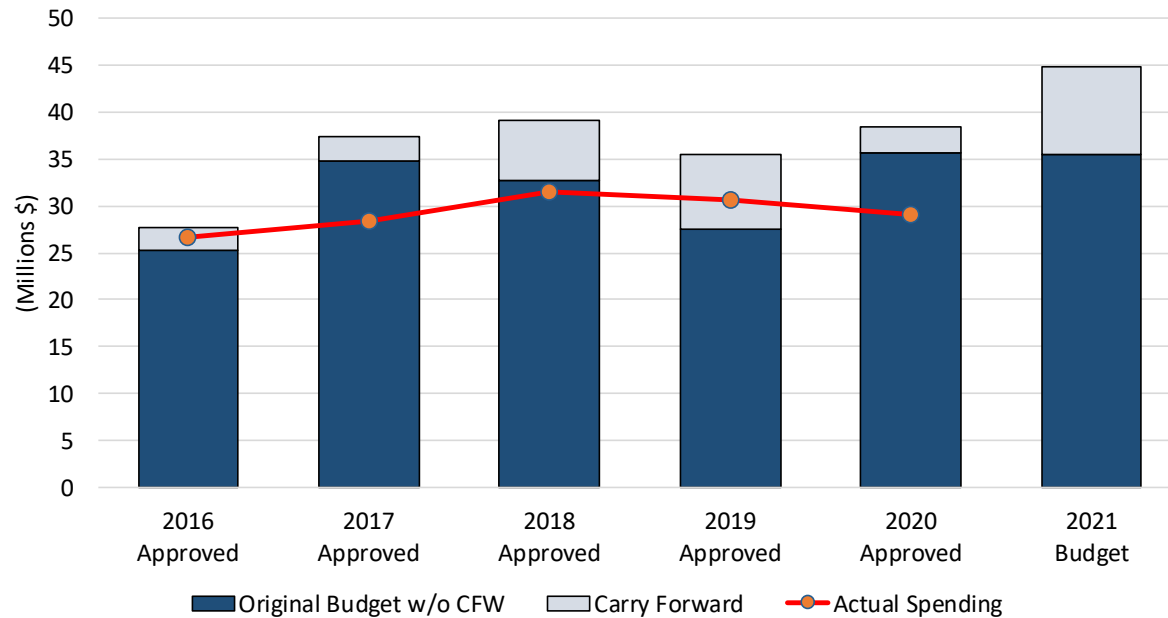
2021 – 2030 Capital Budget & Plan by Project Category



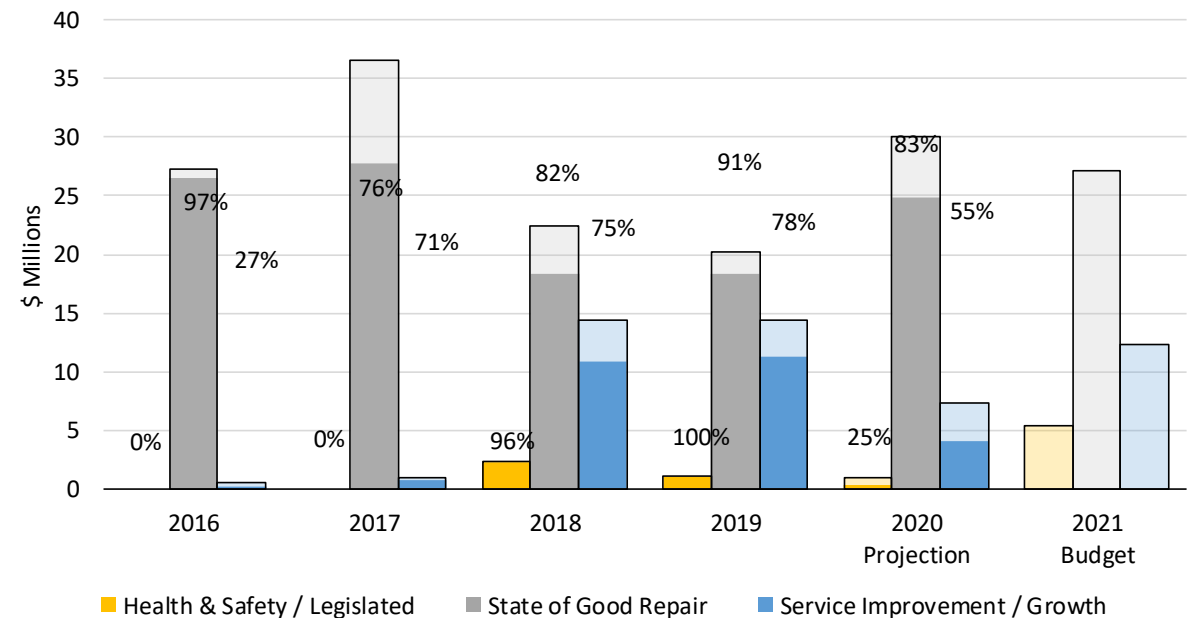
2021 - 2030 Capital Budget and Plan by Category											
\$ Millions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Legislated	5.4	6.0	3.6	3.0	4.4	3.4	5.5	3.2	8.2	3.2	46.0
SOGR	27.1	18.1	17.9	22.6	24.9	22.7	15.8	20.3	12.1	18.8	200.2
Service Improvements	2.6	1.9	1.9	1.1	1.1	1.2	1.2	1.2	1.2	1.3	14.7
Growth Related	9.7	14.2	14.4	20.6	16.9	21.6	23.0	19.5	21.5	17.0	178.4
Total	44.8	40.2	37.9	47.3	47.3	48.8	45.4	44.2	43.0	40.4	439.3

Capacity to Spend

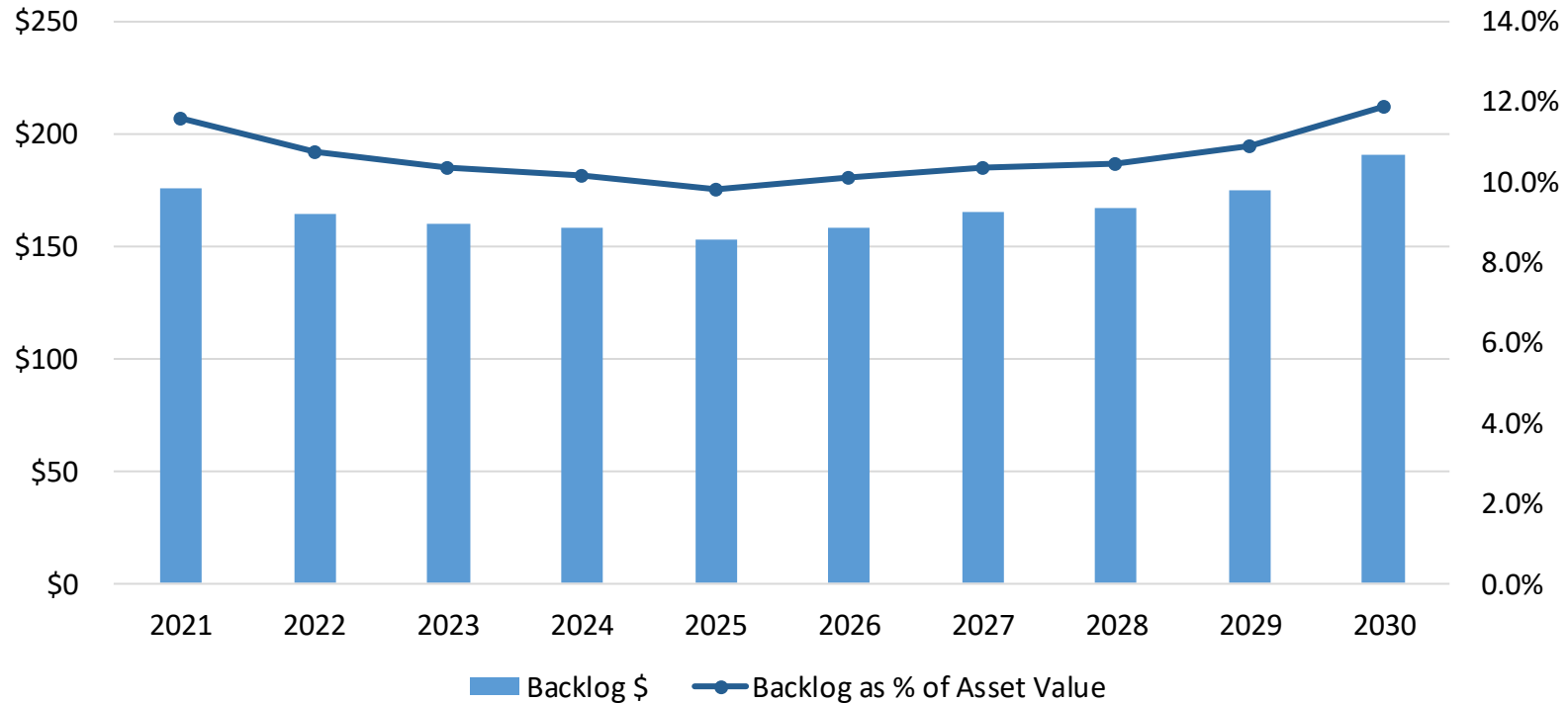
Carry Forward Impact Vs. Capacity to Spend



Budget Vs. Actual Spending by Category



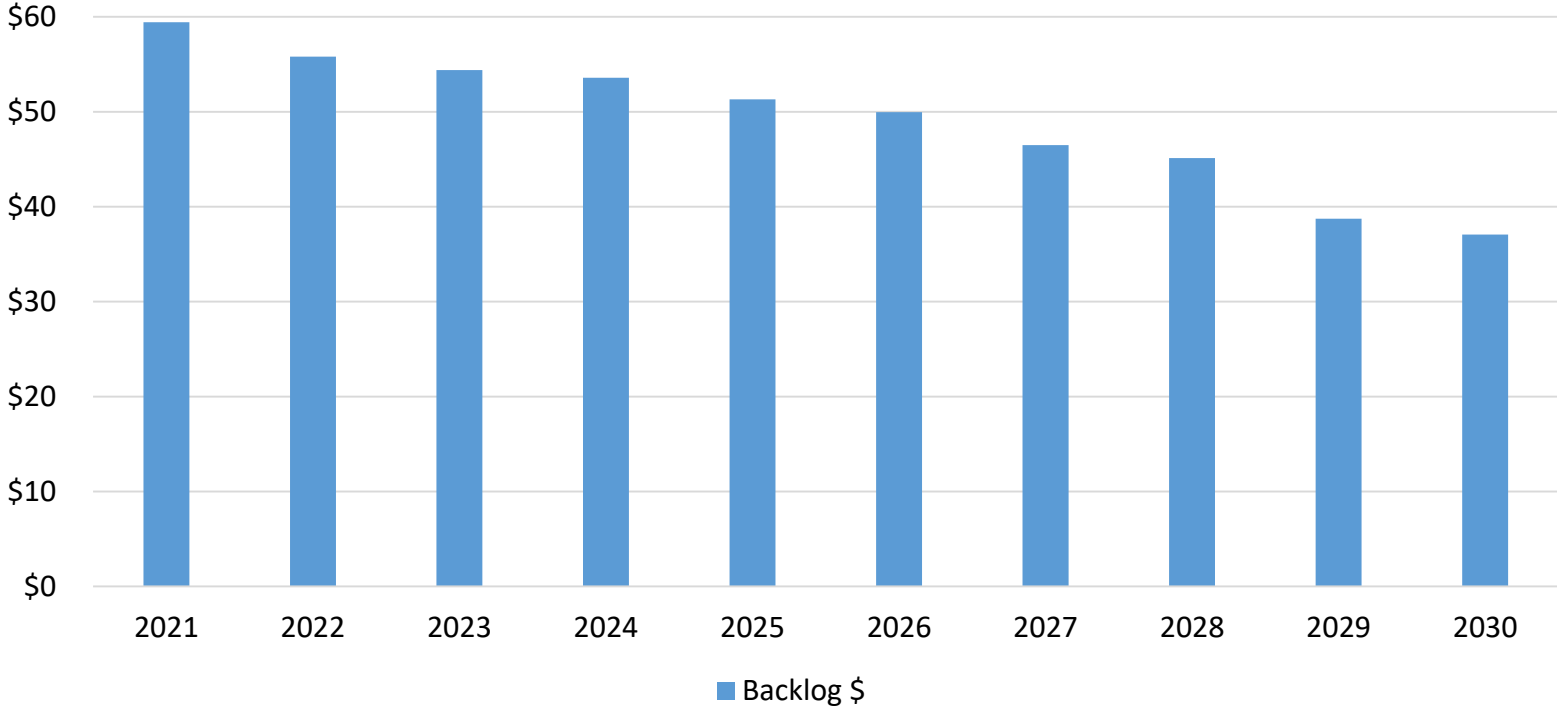
State of Good Repair (SOGR) Funding and Backlog



\$Millions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Backlog \$	\$176	\$165	\$160	\$158	\$153	\$159	\$165	\$167	\$175	\$191
Backlog as % of Asset Value	11.6%	10.7%	10.4%	10.2%	9.8%	10.1%	10.4%	10.5%	10.9%	11.9%

- Property Condition Assessment was completed in 2020
- At the end of 10 years the SOGR backlog will increase from \$176.114 million to \$190.516 million

Accessibility for Ontarians with Disabilities Act (AODA) Funding & Backlog



\$Millions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Backlog \$	\$59	\$56	\$54	\$54	\$51	\$50	\$46	\$45	\$39	\$37

- Property Condition Assessment was completed in 2020
- At the end of 10 years the AODA backlog will decrease from \$59.428 million to \$37.070 million