



## STAFF REPORT ACTION REQUIRED

### Service Levels and Options for Open Hours Enhancement and After Hours Study Halls

<b>Date:</b>	September 23, 2013
<b>To:</b>	Toronto Public Library Board
<b>From:</b>	City Librarian

#### SUMMARY

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The purpose of this report is to provide the Board with an overview of 2014 service levels and options for open hours enhancement and the introduction of After Hours Study Halls in 2014. Each open hours option would entail an investment of approximately \$260,000 annually. Options for hours enhancements include adding hours on Sundays and during the week. An After Hours Study Hall pilot would take place at Toronto Reference Library, North York Central Library, Agincourt and Richview branches, and it would cost approximately \$140,000.

#### RECOMMENDATIONS

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**The City Librarian recommends that the Toronto Public Library Board:**

1. considers the options for open hours enhancements and the After Hours Study Hall pilot.

#### Implementation Points

Implementation of open hours increases or the After Hours Study Hall pilot would take place following the approval of the 2014 operating budget.

#### FINANCIAL IMPACT

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The options presented for open hours expansion cost approximately \$260,000 per year and would be an additional increase to the operating budget. Four additional full-time equivalents (FTE) would be required for the Weekday Hours Option.

An After Hours Study Hall pilot would take place at Toronto Reference Library, North York Central Library, Agincourt and Richview branches, and would cost approximately \$140,000.

These service enhancement options and the After Hours Study Hall Pilot are not part of the 2014 operating base budget submission.

The Director, Finance & Treasurer has reviewed the financial impact statement and is in agreement with it.

## **DECISION HISTORY**

At its meeting on October 22, 2012, the Toronto Public Library Board approved the 2013 operating budget request, including an open hours enhancement at seven District branches and Toronto Reference Library totalling 1,794 hours per year for a cost of \$0.250 million, including the addition of four full-time equivalent positions. At the same meeting, the Board also requested “the City Librarian and staff to include in the 2014 operating budget an additional \$250,000 in savings or revenue enhancements with the aim of launching an ‘open hours’ programming expansion option for 2014”.

The 2013 operating budget approved by the City Council on January 16, 2013 and adopted by the Toronto Public Library Board on January 21, 2013 did not include the additional \$0.250 million to increase hours.

The Library’s 2014 operating base budget submission, covered under a separate report, of \$167.477 million net (\$184.050 million gross), which represents a \$2.118 million or 1.3% increase over the 2013 budget is above the City budget target of 0% increase. Included in the budget are cost pressures of \$4.752 million net (2.9%), partially offset by savings from expense reductions totalling \$1.728 million net (1.0%) and revenue increases of \$0.906 million net (0.6%). The open hours enhancement options and the After Hours Study Hall Pilot are not part of the 2014 operating base budget submission.

At its meeting on February 25, 2013, the Toronto Public Library Board approved the *Strategic Plan 2012 – 2015: 2013 Work Plan*, including an objective to “examine options for expanding open hours at research and reference, district and neighbourhood branches that reflect how communities and users want to access resources and space”. One of the tactics identified is to “explore the study hall model for selected branches to respond to patron demand”.

## **ISSUE BACKGROUND**

In January 2006 the Library Board adopted the Open Hours Vision outlined in *The Best Thing a Library Can Be is Open: Update on Branch Open Hours* report. Since June 2006 when the Board approved an implementation plan, open hours have increased by 275 hours per week. This was achieved through a combination of efficient scheduling practices and implementation of self-service circulation in many branches. The Open Hours Vision and its implementation plan were distributed to the Toronto Public Library Board at its June 25, 2012 meeting.

## COMMENTS

Library service levels are reported through the Program Overview as part of the Library's base budget submission.

### 2014 Service Level Changes

Two new branches are expected to open in 2014; Fort York Branch at the beginning of the year and Scarborough Civic Centre Branch opening late in the year. The Fort York Branch will provide neighbourhood library service for the growing west Railway Lands and west waterfront communities. Scarborough Civic Centre Branch is located in an area that is also experiencing significant residential growth and this is expected to continue as it has been specifically identified for high-density, mixed-use development.

Fort York Branch will be 16,000 sq. ft. and Scarborough Civic Centre Branch will be 14,500 sq. ft. Both Fort York and Scarborough Civic Centre branches are expected to house collections of approximately 50,000 new items and both branches will be open 62 hours per week.

The projected population to be served by the Fort York Branch is 60,000 and the Scarborough Civic Centre catchment population is projected to be 40,000 residents.

The following table highlights the 2014 service level changes, which are included in the 2014 operating base budget submission.

Services	Current Levels	2014 Levels (Annualized for 2 New Branches)
<b>Branch Access</b>	79 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles (Service Delivery Model)  1 library branch per minimum 25,000 population  62,862 square feet of library space per 100,000 population  9,283 open hours per 100,000 population  76.4 workstations per 100,000 population  Wireless internet access in all locations	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles (Service Delivery Model)  1 library branch per minimum 25,000 population  63,955 square feet of library space per 100,000 population  9,514 open hours per 100,000 population  78.9 workstations per 100,000 population  Wireless internet access in all locations
<b>Collection Use</b>	Physical collection size: 10.9 million Archival, information and popular collections in a range of formats, languages and reading levels  Collection size per capita: 3.9	Physical collection size: 11 million Archival, information and popular collections in a range of formats, languages and reading levels  Collection size per capita: 3.9
<b>Collection Use</b>	Turnover 5.2 (average number of circulations per item per year)	Turnover 5.3 (average number of circulations per item per year)

Services	Current Levels	2014 Levels (Annualized for 2 New Branches)
Programs and Outreach	1,076 programs per 100,000 population	1,076 programs per 100,000 population

## Open Hours Enhancement

Several options for adding hours on Sundays and during the week have been identified, along with the service expansion opportunities that each option provides. The options were developed within the context of the Open Hours Vision.

### Option 1: Sunday Hours

Three options for expanding Sunday service have been developed. Currently Sunday service is offered at 27 branches for 37 Sundays per year. The cost for each of the options is approximately \$260,000.

**Option 1A: Offer Sunday service at an additional six neighbourhood branches with the current schedule of open hours.** This would add 21 additional hours per week during the 37-week Sunday season for a total of 777 additional hours per year. Sunday service would be offered at a total of 33 branches. The new Sunday locations would be Bridlewood, Centennial, Runnymede, Fort York, Mount Dennis and Scarborough Civic Centre branches. These branches were identified to offer Sunday service based on high activity levels (current and estimated) and geographic distribution. Attachment 1 shows the current Sunday season that would be offered at six more locations.

**Option 1B: Lengthen the Sunday season from 37 to 41 Sundays per year at the existing Sunday branches.** This would be four more Sundays at 27 branches.

Additional Sundays would be offered in June, December and on two holiday weekends when the Library is currently closed. This would add 94.5 hours per week on each of the four additional Sundays for a total of 378 additional hours per year. Attachment 2 shows what the longer Sunday season would look like in a typical year.

**Option 1C: Offer year-round Sunday service at eight branches by adding seven or eight Sundays during July and August (depending on when Canada Day falls).** The eight branches offering year-round Sunday service would be Toronto Reference Library, North York Central Library, Cedarbrae, Lillian H. Smith, Richview, Albion, Malvern, and Northern District branches. These locations were identified based on their capacity to offer comprehensive service to a large number of people, their high activity levels, and their geographic distribution. Attachment 3 shows what year-round Sunday service would look like in a typical year. This would add 28 hours per week on each of the summer Sundays for a total of 196 or 224 additional hours per year depending on when Canada Day falls.

## Option 2 - Weekday Hours

**The weekday hours option adds Monday morning and/or Friday night hours at seven District Branches and the Toronto Reference Library.** The seven District Branches with added hours would be Albert Campbell, Albion, Barbara Frum, Brentwood, Don Mills, Maria A. Shchuka and York Woods. A total of 34.5 additional hours per week for a total of 1,794 hours per year would be added. This would standardize hours at all District and Research & Reference (R&R) Branches at 69 hours/week, including Sundays. Equity of access would be improved across the City. Four additional FTE would be required.

Standardizing hours at the R&R and District Branches was the priority for hours expansion identified in the Open Hours Vision implementation plan. These large, busy branches offer the largest collections and the most service to users and they are geographically distributed across the City. Adding hours at these locations has the greatest impact on the largest number of people. Monday morning service is not currently available at four District branches. Friday night service is currently concentrated in the former cities of Toronto and Scarborough with only a few locations open in other parts of the City. More evening service was requested by customers during the Strategic Plan consultation. In addition, it would be easier to communicate about branch open hours schedules if hours were standardized at the R&R and District branches. The standardized 8:30 p.m. weeknight close would also serve as a building block for late night library service in the future.

Additional programming could be offered during these hours. An estimated 342 additional programs would be offered each year, an increase of 1.7% over 2013. Adding programs at TRL and District branches during the week enables the Library to build on existing weekday audiences using staff who have experience conducting programs for the local community. Children's programs would be added on Mondays mornings (except at TRL) and adult programs would be offered on Friday nights.

This weekday expansion of open hours would be achieved through an additional \$260,000 of funding and through greater scheduling efficiencies generated by the lengthened service day.

The schedule of open hours can be found in Attachment 4.

An overview of the open hours enhancement options with costs and service level impacts appears in the following table.

Option	Cost	Branches with Sunday Service	Annual Hours Added	Annual Sundays Added	Open Hours per 100,000 Population
1A: Sunday Service at 6 Additional Branches (Current Schedule)	\$263,000	33	777	222	9,533
1B: 4 More Sundays at Current Sunday Branches	\$256,000	27	378	108	9,519
1C: Year-Round Sunday Service at 8 Branches	\$250,000	27 (Sept – June)  8 (Jul – Aug)	224	64	9,514
2: Weekday Hours	\$260,000	N/A	1,794	N/A	9,570

## After Hours Study Halls

After Hours Study Halls are a new initiative for Toronto Public Library. After Hours Study Halls offer comfortable, secure spaces for study, reading, and work late at night. They benefit students and other people looking for a place that encourages quiet concentration. Using their own electronic devices, customers have access through Wi-Fi to the Library's 24/7 electronic resources including the Internet. Beginning when regular library service ends, After Hours Study Halls are open until midnight Sunday to Thursday from September to June. For regular library service (including check-out, staff assistance and computers) customers would continue to visit the Library before regular service closes.

After Hours Study Halls are widely offered in academic libraries, including the Robarts Library at the University of Toronto and the Ryerson University Library. Both Richmond Hill and Vaughan Public Libraries also offer study halls during exams.

After Hours Study Halls would be piloted at four locations in 2014 and then assessed for potential further implementation. They would be located on one floor of the Library in four branches in different parts of the City: Toronto Reference Library, North York Central Library, Agincourt and Richview branches. The four locations would have the capacity to seat over 500 people.

Staffed by security guards, the After Hours Study Hall pilot would cost \$140,000 and would add 2,352 hours during a six-month pilot running from April to June and then from September to December. Over 500 seats would be available. Discussions with the Union are taking place about this pilot project.

Attachment 5 shows locations for the After Hours Study Hall pilot.

## **CONTACT**

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## **SIGNATURE**

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Jane Pyper  
City Librarian

## **ATTACHMENTS**

- Attachment 1: Option 1A – Sunday Service at 6 Additional Branches
- Attachment 2: Option 1B – 4 More Sundays at Current Sunday Branches
- Attachment 3: Option 1C– Year-Round Sunday Service at 8 Branches
- Attachment 4: Option 2 – Weekday Hours Expansion
- Attachment 5: After Hours Study Hall Pilot