



## STAFF REPORT ACTION REQUIRED

### Open Hours Plan 2018 – Implementation

<b>Date:</b>	August 16, 2018
<b>To:</b>	Toronto Public Library Board
<b>From:</b>	City Librarian

#### SUMMARY

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The purpose of this report is to seek the Toronto Public Library Board's approval of the implementation plan for the revised Open Hours Plan, endorsed by the Board on June 18, 2018. The estimate for full implementation of the Open Hours Plan is \$18.3 million in 2019 dollars, which is exclusive of \$0.832 million of previous Council-approved Sunday service enhancements for 2019 and 2020.

An investment of \$18.3 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. 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 a week 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 – Open Branches (2019-2020):** focuses on adding open days by moving 24 branches into higher weekly bands of Monday to Saturday service, and adding Sunday service at 26 branches. Late night hours (to 10:00 pm) are also introduced at two Research & Reference and four District branches.
- **Phase 2 – Maximize Hours (2020-2021):** focuses on maximizing hours of service at branches, as allocated in the Open Hours Plan and permitted by the current collective agreement. A total of 38 branches add 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 night hours (to 10:00 pm) at remaining 13 District branches.
- **Phase 3 Finalize Implementation (2021-2022):** completes the implementation of the Open Hours Plan, subject to collective bargaining and a new collective agreement. (The Library's current collective bargaining agreement expires on December 31, 2019.) Service increases to eight hours (from five hours) on Sundays at 27 of TPL's

largest branches. Late night hours are increased to midnight (from 10:00 pm) at all Research & Reference and District branches.

The phased implementation reflects 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 to 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.”

## **RECOMMENDATIONS**

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

1. approves the proposed implementation for the revised Open Hours Plan, phase one of which will be included as part of the 2019 budget process.

## **FINANCIAL IMPACT**

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The estimate for full implementation of the Open Hours Plan is \$18.3 million in 2019 dollars, which is exclusive of \$0.832 million of previous Council-approved Sunday service enhancements for 2019 and 2020. The plan has been costed at current service levels, with modified staffing levels to support the proposed Sunday and late night service. The estimate does not include any operating impacts resulting from the implementation of Toronto Public Library’s capital plan, which spans a ten-year horizon (2019-2028). However, the service hours for any new or expanded branches will be assessed based on the assumptions of the methodology and approach recommended in this report. The revised Open Hours Plan cost of \$18.3 million will be divided into three phases, with the first phase included in TPL’s 2019 operating budget submission as a new service enhancement request.

The \$18.3 million estimate to implement the plan represents a 10.0% net increase to the Library’s operating budget, and would result in a 20.0% increase to current hours of operation, doubling the return on the investment by enabling the Library to leverage and maximize the full capacity of its resources and existing infrastructure. The investment in the Open Hours Plan is a cost-efficient way to manage expected population increases and growing and changing service demands, and delivers improved service to residents and communities across the city.

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

## ALIGNMENT WITH STRATEGIC PLAN

Expanding open hours is a key priority of TPL's 2016-2019 strategic plan *Expanding Access, Increasing Opportunity and Building Connections*. Open hours support the outcome that *Torontonians from all walks of life have easy, local access to the library services they want and need*. Improving branch infrastructure and technology to efficiently offer extensive open hours is embedded in Toronto Public Library's *Service Delivery Model, Digital Strategy and Facilities Master Plan*. Accessible, welcoming library space is one of TPL's five service pillars, along with collections, programs, staff and technology.

## EQUITY IMPACT STATEMENT

The Open Hours Plan will have a positive impact on all equity seeking groups. The plan standardizes and increases open hours across the system in order to improve access to library services. Branches in Neighbourhood Improvement Areas (NIAs) have received special consideration in the allocation of additional hours.

## DECISION HISTORY

At the June 6, 2005 meeting, the Library Board requested a report concerning branch open hours across the city: <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2005/jun06/minutes.pdf>

The Library's vision for Open Hours was developed and detailed in a report "The Best Thing a Library Can Be is Open", which was adopted by the Board at its January 16, 2006 meeting: <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2006/jan16/16.pdf>

The implementation plan for the Open Hours vision was approved by the Board at its June 19, 2006 meeting: <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2006/jun19/12.pdf>

The Library Board approved the revised Open Hours Plan at the June 18, 2018 meeting, and requested TPL staff to develop an implementation plan for Board approval.

## ISSUE BACKGROUND

### "The Best Thing a Library Can Be is Open".

Increased open hours at the Library responds to the changing patterns of work, study, education and leisure in Toronto, and drives strategic outcomes such as greater digital inclusion opportunities through increased access to the internet, wifi and computers, increased early childhood literacy programming, and reduced barriers to access for equity seeking groups, seniors and youth. Adding capacity through increased open hours effectively leverages the City of Toronto's investment in the Library's existing infrastructure, while helping to advance and increase the impact of key City strategies. These include:

- additional programs and services for youth, including access to safe public spaces that can serve to reduce crime and provide youth with alternatives to keeping active and engaged in a safe environment, which aligns with current City initiatives involving youth violence prevention, as well as the Toronto Youth Equity Strategy.
- removing barriers to access for all Torontonians, with prioritization of NIA communities ensuring that these neighbourhoods will see particular benefit, support the outcomes of the Toronto Strong Neighbourhood Strategy 2020 as well as the Poverty Reduction Strategy. The Open Hours Plan also aligns with the Sunday hours enhancements already approved in principle and supported by the Poverty Reduction Strategy.
- providing a safe and engaging out-of-school destination for children, where they can socialize, study and learn. The Open Hours Plan would increase the number of branches that are open on school days by 38% (including all NIA branches), and positively impacts areas of the city with lower participation in early learning and care as identified in data provided by the Raising the Village: Measuring the Well-being of Children and Families in Toronto initiative. More open hours will also enable the Library to provide more programming to children and families, supporting early childhood literacy.
- contributing to economic development by meeting the information needs of remote and shift workers, job seekers, small business owners and entrepreneurs, and addressing the growing demand for access to technology by providing increased access to the internet/wireless and computer workstations while also supporting digital literacy and digital inclusion initiatives. In a recent study of technology services at Ontario public libraries, 56% of participants who used technology at the library stated that they would not have had access otherwise, while 46% who accessed the internet at the library stated that this was their only point of access. Increased open hours at the Library is aligned with the City's initiatives supporting digital transformation and greater digital inclusion in Toronto.

A key finding from TPL's recent public consultations indicates that easy, convenient and local access to library services, at the customer's point of need, is very important to Torontonians. On a typical weekday, 50,000 Torontonians visit Toronto Public Library branches to access space, collections, technology, programs and staff expertise. With 100 locations distributed across the city, TPL branches respond to this demand for library services, as well as access to safe and welcoming public space, reaching and serving people where they live. Increased open hours benefit all Torontonians by providing expanded opportunities to enjoy the city's and their community's cultural and literary life.

## COMMENTS

### Open Hours Plan

The Open Hours Plan delivers approximately 58,000 additional hours of service annually and improves branch open hours in neighbourhoods across the city. The plan includes more branches with seven-day a week 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. Enhancements to service include:

- Monday to Saturday: an additional 561 hours of year-round service per week:
  - The majority of library branches (88 out of 100) will be open Monday to Saturday year-round.
- Sunday: an additional 216 hours per week of year-round service, and an additional 200 hours per week of seasonal service:
  - Two thirds of library branches (67%) will be open seven days a week
  - Sunday open hours at all branches located in Neighbourhood Improvement Areas (NIAs).
- Late Night: an additional 332.5 hours of year-round service per week:
  - Longer late night hours (8:30 pm to midnight) introduced at Research & Reference and District branches Monday to Friday.

The approach used to create the increased hours plan considers Toronto Public Library's Service Delivery Model as a foundation, and then applies an assessment of busyness (number of visits) and location considerations. Branches serving Neighbourhood Improvement Areas were prioritized. Factors such as expected population growth and intensification (including the City of Toronto's TO Core study) and equitable geographic distribution were also considered, resulting in some additional adjustments to recommended hours for individual branches. Legacy hours were respected so that one area of the city does not lose hours to support expansion in other areas.

## **Implementation**

Implementation has been divided into three primary phases over 2019-2022, each containing several elements. Priorities reflect the strategic plan and are intended to emphasize outcomes such as greater digital inclusion opportunities, increased early childhood literacy programming, and reduced barriers to access for equity seeking groups, seniors and youth. Some components of the expansion of open hours are also subject to the terms of the Library's collective agreement that expires on December 31, 2019.

### **PHASE 1: OPEN BRANCHES (2019-2020)**

This phase focuses on adding open days by moving 24 branches into higher weekly bands of Monday to Saturday service, and opening additional branches for Sunday service. Late night hours (to 10:00 pm) are also introduced at six large branches.

Service Offer	Description	Cost
Monday to Saturday: + <b>open Mondays</b> + <b>additional evening</b>	24 Neighbourhood branches move bands from 40 hours per week to 50.5 hours per week	\$ 2,900,202
Sunday: + <b>seasonal service</b> + <b>year-round service</b>	26 Neighbourhood branches add Sunday service (largest three branches open year-round)	\$ 1,352,336
Late Night: + <b>late opening hours</b>	two R&R and four District branches open until 10 pm (brand new service hours)	\$ 1,325,589
<b>Total:</b>		<b>\$ 5,578,127</b>

### Monday to Saturday

- Monday openings: increasing hours at branches in the lowest band of hours for branches (40 hour per week) brings Monday service to 24 branches that are currently closed on Mondays. This includes 12 branches in Neighbourhood Improvement Areas. This will support early literacy with increased opportunity for programming and service, particularly in areas of the city with lower access to services. For example, Raising the Village data shows lower participation in early learning and care in the North-West and North-East parts of the city, where there are concentrations of smaller branches in the 40 hour per week band. Daytime hours are also popular with seniors, providing access to services as well as opportunities for interaction and decreasing social isolation.
- Additional evening hours: all 24 branches will increase the number of evenings open from two evenings to three evenings per week (to 8:30 pm), between Monday to Thursday. Evening hours particularly benefit youth, students and shift workers, providing safe space and convenient access to technology.

### Sundays

- Sunday openings: opening an additional 26 Neighbourhood branches that are currently closed on Sundays brings service to neighbourhoods across the city, including 14 branches in Neighbourhood Improvement Areas. A total of 23 branches will offer seasonal Sunday service (September to June) and three large Neighbourhood branches will offer year-round service. Weekend hours are particularly popular with families, as well as students, seniors and shift workers. The proposed openings are in addition to the 2019-2020 budget enhancements for Sunday service that have been approved in principle by Council.

### **Late Night**

- New service hours: increasing open hours to the maximum permitted by the current collective agreement (to 10:00 pm) at Research & Reference and District branches, the largest branches in the system. It is anticipated that these extended hours will particularly benefit students, shift workers, vulnerable populations, and anyone looking to improve skills by accessing technology. The first phase of the implementation will begin with the Research & Reference branches and selected District branches, chosen based on geographic coverage, branches with high student usage and inclusion of branches serving NIAs.

### **PHASE 2: MAXIMIZE HOURS (2020-2021)**

This phase focuses on maximizing hours of service at branches, as allocated in the Open Hours plan and permitted by the current collective agreement.

<b>Service Offer</b>	<b>Description</b>	<b>Cost</b>
Monday to Saturday: + <b>additional evenings</b> + <b>earlier opening</b>	22 Neighbourhood branches move bands from 50.5 hours per week to 62 hours per week  16 Neighbourhood branches move bands from 62 hours per week to the maximum 65.5 hours per week	\$ 3,150,135  \$ 910,262  <i>Total:</i> <b>\$4,060,397</b>
Sunday: + <b>additional hours</b>	67 branches increase Sunday hours to five hours (from 3.5 hours)	\$ 1,505,759
Late Night: + <b>late opening hours</b>	13 District branches open until 10 pm (brand new service hours)	\$ 1,668,430
<b>Total:</b>		<b>\$ 7,234,586</b>

### **Monday to Saturday**

- Additional evening hours: 22 Neighbourhood branches will move to four evenings a week (Monday to Thursday, to 8:30 pm), including eight NIA branches. A total of 16 branches will also add Friday evening service (to 8:30 pm), including 13 NIA branches.
- Additional morning hours: morning hours will also increase as all of these branches will open at 9 am instead of 10 am.

### **Sundays**

- New service hours: increasing open hours to the maximum permitted by the current collective agreement (to five hours) at all 67 branches that are open on Sundays. This means expanded year-round Sunday service hours at 27 Research & Reference,

District and the largest “N1” Neighbourhood branches (nine located in NIAs), and expanded seasonal service at 40 Neighbourhood branches (22 branches located in NIAs).

### **Late Night**

- New service hours: continue increasing open hours to the maximum permitted by the current collective agreement (to 10:00 pm) at the remaining 13 District branches.

## **PHASE 3: FINALIZE IMPLEMENTATION (2021-2022)**

This phase completes the implementation of the Open Hours Plan, subject to collective bargaining and a new collective agreement. The Library’s current collective agreement will expire on December 31, 2019.

<b>Service Offer</b>	<b>Description</b>	<b>Cost</b>
Sunday: + <b>additional hours</b>	27 branches increase Sunday hours to eight hours (from five hours)	<b>\$ 3,199,863</b>
Late Night: + <b>late opening hours</b>	19 branches open until midnight (brand new service hours)	<b>\$ 2,245,514</b>
<b>Total:</b>		<b>\$ 5,445,377</b>

Sundays:

- New hours: expansion of Sunday year-round service to eight hours at Research & Reference, District and largest “N1” Neighbourhood branches, subject to collective bargaining. (27 branches, including nine branches located in NIAs.)

Late Night:

- New hours: expansion of late night hours to midnight at Research & Reference and District branches (19 locations) subject to collective bargaining.

## **Implementation Factors**

Phased implementation provides TPL the opportunity to assess and configure each element for maximum efficiency and optimum service. This is particularly important for elements that include the introduction of new service, such as late night hours. It is also a necessary approach for some aspects of the plan such as eight hours of service on Sundays and expansion of Monday to Friday hours to midnight, which are not contemplated under the current collective agreement. As a result, there may be additional adjustments to staffing and scheduling required during the open hours implementation.

## **CONTACT**

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## **SIGNATURE**

*Vickery Bowles.*

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Vickery Bowles  
City Librarian

## **ATTACHMENTS**

Attachment 1: Summary of Proposed Hours

**Attachment 1 - Summary of Proposed Hours**

Branch Description			Current Hours			Open Hours Vision						
Branch	Branch Code	Tier	Current Mon Sat Hours	Current Sunday Hours	Current Total Hours	Proposed Mon - Sat Hours	Weekly Incr. Hours Mon - Sat	Proposed Late Night Hours	Proposed Sunday Hours (Year Round)	Proposed Sunday Hours (Seasonal)	Proposed Total Hours	Total Weekly Incr. Hours
Agincourt	AG	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Albert Campbell	ACD	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Albion	AB	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Alderwood	AD	Neighbourhood	50.5	-	50.5	50.5	-			-	50.5	-
Amesbury Park	AP	Neighbourhood	40.0	-	40.0	50.5	10.5			5.0	55.5	15.5
Annette Street	AN	Neighbourhood	50.5	-	50.5	62.0	11.5			-	62.0	11.5
Armour Heights	AH	Neighbourhood	40.0	-	40.0	50.5	10.5			-	50.5	10.5
Barbara Frum	BF	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Bayview	BY	Neighbourhood	50.5	-	50.5	62.0	11.5			5.0	67.0	16.5
Beaches	BE	Neighbourhood	62.0	-	62.0	62.0	-			5.0	67.0	5.0
Bendale	BD	Neighbourhood	40.0	-	40.0	50.5	10.5			5.0	55.5	15.5
Black Creek	BC	Neighbourhood	40.0	-	40.0	65.5	25.5			5.0	70.5	30.5
Bloor/Gladstone	BL	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Brentwood	BR	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Bridlewood	BRW	Neighbourhood	65.5	3.5	69.0	65.5	-			5.0	70.5	1.5
Brookbanks	BB	Neighbourhood	40.0	-	40.0	50.5	10.5			-	50.5	10.5
Burrows Hall	BUR	Neighbourhood	40.0	3.5	43.5	65.5	25.5			5.0	70.5	27.0
Cedarbrae	CED	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Centennial	CE	Neighbourhood	50.5	-	50.5	62.0	11.5			5.0	67.0	16.5
City Hall	CH	Neighbourhood	40.0	-	40.0	62.0	22.0			5.0	67.0	27.0
Cliffcrest	CC	Neighbourhood	40.0	-	40.0	65.5	25.5			5.0	70.5	30.5
College/Shaw	CS	Neighbourhood	50.5	-	50.5	50.5	-			-	50.5	-
Danforth/Coxwell	DA	Neighbourhood	62.0	-	62.0	62.0	-			5.0	67.0	5.0
Davenport	DT	Neighbourhood	40.0	-	40.0	40.0	-			-	40.0	-
Dawes Road	DR	Neighbourhood	50.5	-	50.5	65.5	15.0			5.0	70.5	20.0
Deer Park	DP	Neighbourhood	62.0	-	62.0	62.0	-		8.0		70.0	8.0
Don Mills	DM	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Downsview	DO	Neighbourhood	62.0	3.5	65.5	65.5	3.5		8.0		73.5	8.0
Dufferin/St. Clair	DU	Neighbourhood	50.5	-	50.5	62.0	11.5			-	62.0	11.5
Eatonville	EA	Neighbourhood	62.0	3.5	65.5	62.0	-		8.0		70.0	4.5
Eglinton Square	ES	Neighbourhood	62.0	3.5	65.5	65.5	3.5			5.0	70.5	5.0
Elmbrook Park	EB	Neighbourhood	40.0	-	40.0	40.0	-			-	40.0	-
Evelyn Gregory	EG	Neighbourhood	50.5	-	50.5	50.5	-			5.0	55.5	5.0
Fairview	FV	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Flemington Park	FP	Neighbourhood	40.0	3.5	43.5	65.5	25.5			5.0	70.5	27.0
Forest Hill	FH	Neighbourhood	62.0	-	62.0	62.0	-			-	62.0	-
Fort York	FO	Neighbourhood	62.0	3.5	65.5	62.0	-			5.0	67.0	1.5
Gerrard/Ashdale	GE	Neighbourhood	50.5	-	50.5	62.0	11.5			-	62.0	11.5
Goldhawk Park	GHP	Neighbourhood	62.0	3.5	65.5	62.0	-			5.0	67.0	1.5
Guildwood	GW	Neighbourhood	40.0	-	40.0	40.0	-			-	40.0	-

Denotes location in a Neighbourhood Improvement Area (NIA)

## Attachment 1 - Summary of Proposed Hours

Branch Description			Current Hours			Open Hours Vision						
Branch	Branch Code	Tier	Current Mon Sat Hours	Current Sunday Hours	Current Total Hours	Proposed Mon - Sat Hours	Weekly Incr. Hours Mon - Sat	Proposed Late Night Hours	Proposed Sunday Hours (Year Round)	Proposed Sunday Hours (Seasonal)	Proposed Total Hours	Total Weekly Incr. Hours
High Park	HP	Neighbourhood	62.0	-	62.0	62.0	-			5.0	67.0	5.0
Highland Creek	HC	Neighbourhood	40.0	-	40.0	40.0	-			-	40.0	-
Hillcrest	HIL	Neighbourhood	40.0	-	40.0	62.0	22.0			-	62.0	22.0
Humber Bay	HB	Neighbourhood	40.0	-	40.0	40.0	-			-	40.0	-
<b>Humber Summit</b>	<b>HS</b>	<b>Neighbourhood</b>	<b>40.0</b>	<b>-</b>	<b>40.0</b>	<b>50.5</b>	<b>10.5</b>			<b>5.0</b>	<b>55.5</b>	<b>15.5</b>
Humberwood	HW	Neighbourhood	40.0	-	40.0	62.0	22.0			-	62.0	22.0
Jane/Dundas	JD	Neighbourhood	62.0	3.5	65.5	65.5	3.5			5.0	70.5	5.0
Jane/Sheppard	JS	Neighbourhood	50.5	-	50.5	65.5	15.0			5.0	70.5	20.0
Jones	JO	Neighbourhood	50.5	-	50.5	50.5	-			-	50.5	-
<b>Kennedy/Eglinton</b>	<b>KE</b>	<b>Neighbourhood</b>	<b>40.0</b>	<b>-</b>	<b>40.0</b>	<b>65.5</b>	<b>25.5</b>			<b>5.0</b>	<b>70.5</b>	<b>30.5</b>
Leaside	LE	Neighbourhood	62.0	-	62.0	62.0	-			-	62.0	-
Lillian H. Smith	LS	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Merrill/ Osborne Collections		Special Collections	48.0		48.0	65.5	17.5		8.0		73.5	25.5
Locke	LO	Neighbourhood	62.0	-	62.0	62.0	-			5.0	67.0	5.0
Long Branch	LB	Neighbourhood	40.0	-	40.0	40.0	-			-	40.0	-
Main Street	MA	Neighbourhood	62.0	-	62.0	62.0	-			-	62.0	-
Malvern	MAL	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Maria A. Shchuka	MAS	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Maryvale	MRV	Neighbourhood	50.5	-	50.5	62.0	11.5			-	62.0	11.5
McGregor Park	MCG	Neighbourhood	40.0	3.5	43.5	62.0	22.0			5.0	67.0	23.5
Mimico Centennial	MI	Neighbourhood	40.0	-	40.0	50.5	10.5			-	50.5	10.5
<b>Morningside</b>	<b>MS</b>	<b>Neighbourhood</b>	<b>62.0</b>	<b>3.5</b>	<b>65.5</b>	<b>65.5</b>	<b>3.5</b>			<b>5.0</b>	<b>70.5</b>	<b>5.0</b>
<b>Mount Dennis</b>	<b>MD</b>	<b>Neighbourhood</b>	<b>50.5</b>	<b>3.5</b>	<b>54.0</b>	<b>65.5</b>	<b>15.0</b>			<b>5.0</b>	<b>70.5</b>	<b>16.5</b>
Mount Pleasant	MP	Neighbourhood	40.0	-	40.0	40.0	-			-	40.0	-
New Toronto	NT	Neighbourhood	40.0	3.5	43.5	40.0	-			5.0	45.0	1.5
North York Central Library	CL	R&R	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Northern District	ND	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
<b>Northern Elms</b>	<b>NE</b>	<b>Neighbourhood</b>	<b>40.0</b>	<b>-</b>	<b>40.0</b>	<b>50.5</b>	<b>10.5</b>			<b>5.0</b>	<b>55.5</b>	<b>15.5</b>
Oakwood Village Library and	OV	Neighbourhood	50.5	-	50.5	50.5	-			-	50.5	-
Palmerston	PM	Neighbourhood	50.5	-	50.5	62.0	11.5			-	62.0	11.5
Pape/Danforth	PA	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
<b>Parkdale</b>	<b>PK</b>	<b>Neighbourhood</b>	<b>65.5</b>	<b>3.5</b>	<b>69.0</b>	<b>65.5</b>	<b>-</b>		<b>8.0</b>		<b>73.5</b>	<b>4.5</b>
<b>Parliament Street</b>	<b>PL</b>	<b>Neighbourhood</b>	<b>65.5</b>	<b>3.5</b>	<b>69.0</b>	<b>65.5</b>	<b>-</b>		<b>8.0</b>		<b>73.5</b>	<b>4.5</b>
Perth/Dupont	PE	Neighbourhood	40.0	-	40.0	40.0	-			-	40.0	-
Pleasant View	PV	Neighbourhood	40.0	-	40.0	50.5	10.5			5.0	55.5	15.5
Port Union	PU	Neighbourhood	50.5	-	50.5	50.5	-			-	50.5	-
Queen/Saulter	QS	Neighbourhood	40.0	-	40.0	50.5	10.5			-	50.5	10.5
<b>Rexdale</b>	<b>RX</b>	<b>Neighbourhood</b>	<b>40.0</b>	<b>-</b>	<b>40.0</b>	<b>50.5</b>	<b>10.5</b>			<b>5.0</b>	<b>55.5</b>	<b>15.5</b>
<b>Richview</b>	<b>RI</b>	<b>District</b>	<b>65.5</b>	<b>3.5</b>	<b>69.0</b>	<b>65.5</b>	<b>-</b>	<b>17.5</b>	<b>8.0</b>		<b>91.0</b>	<b>22.0</b>
Riverdale	RD	Neighbourhood	62.0	-	62.0	62.0	-		8.0		70.0	8.0

Denotes location in a Neighbourhood Improvement Area (NIA)

## Attachment 1 - Summary of Proposed Hours

Branch Description			Current Hours			Open Hours Vision						
Branch	Branch Code	Tier	Current Mon Sat Hours	Current Sunday Hours	Current Total Hours	Proposed Mon - Sat Hours	Weekly Incr. Hours Mon - Sat	Proposed Late Night Hours	Proposed Sunday Hours (Year Round)	Proposed Sunday Hours (Seasonal)	Proposed Total Hours	Total Weekly Incr. Hours
Runnymede	RN	Neighbourhood	62.0	3.5	65.5	62.0	-	8.0			70.0	4.5
S. Walter Stewart	SWS	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Sanderson	SA	Neighbourhood	62.0	3.5	65.5	65.5	3.5			5.0	70.5	5.0
Scarborough Civic Centre	SC	Neighbourhood	62.0	3.5	65.5	65.5	3.5			5.0	70.5	5.0
Spadina Road	SP	Neighbourhood	40.0	-	40.0	50.5	10.5			-	50.5	10.5
St. Clair/Silverthorn	SL	Neighbourhood	40.0	-	40.0	50.5	10.5			5.0	55.5	15.5
St. James Town	SJ	Neighbourhood	40.0	3.5	43.5	65.5	25.5			5.0	70.5	27.0
St. Lawrence	SL	Neighbourhood	50.5	-	50.5	62.0	11.5			5.0	67.0	16.5
Steeles	ST	Neighbourhood	65.5	3.5	69.0	65.5	-			5.0	70.5	1.5
Swansea Memorial	SW	Neighbourhood	28.0	-	28.0	28.0	-			-	28.0	-
Taylor Memorial	TA	Neighbourhood	40.0	-	40.0	40.0	-			-	40.0	-
Thorncliffe	TH	Neighbourhood	65.5	3.5	69.0	65.5	-			5.0	70.5	1.5
Todmorden Room	TOD	Neighbourhood	28.0	-	28.0	28.0	-			-	28.0	-
Toronto Reference Library	TRL	R&R	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Victoria Village	VV	Neighbourhood	40.0	-	40.0	50.5	10.5			5.0	55.5	15.5
Weston	WE	Neighbourhood	50.5	3.5	54.0	65.5	15.0			5.0	70.5	16.5
Woodside Square	WS	Neighbourhood	62.0	-	62.0	62.0	-		8.0		70.0	8.0
Woodview Park	WP	Neighbourhood	40.0	-	40.0	50.5	10.5			5.0	55.5	15.5
Wychwood	WY	Neighbourhood	62.0	-	62.0	62.0	-			-	62.0	-
York Woods	YW	District	65.5	3.5	69.0	65.5	-	17.5	8.0		91.0	22.0
Yorkville	YO	Neighbourhood	62.0	-	62.0	62.0	-			-	62.0	-
<b>Total</b>			<b>5,261.0</b>	<b>143.5</b>	<b>5,404.5</b>	<b>5,822.0</b>	<b>561.0</b>	<b>332.5</b>	<b>216.0</b>	<b>200.0</b>	<b>6,570.5</b>	<b>1,166.0</b>
<b>Summary of Bands (Monday to Saturday Hours)</b>												
<b>65.5 Hours per Week</b>			<b>62.0 Hours per Week</b>			<b>50.5 Hours per Week</b>			<b>40 Hours per Week</b>			
M-F 9 am – 8:30 pm Sat 9 am -5 pm			M-Th 9 am – 8:30 pm Fri 9 am – 5 pm Sat 9 am – 5 pm			Mon 10am – 8:30 pm* Tues, Thurs 12:30 pm – 8:30 pm* Wed, Fri 10 am – 6 pm Sat 9 am – 5pm			Mon Closed Tues-Thurs 12:30 pm – 8:30 pm* Wed, Fri 10 am – 6 pm Sat 9 am – 5 pm			
Open 6 days a week all year Open 5 evenings a week all year			Open 6 days a week all year Open 4 evenings a week all year			Open 6 days a week all year Open 3 evenings a week all year			Open 5 days a week all year Open 2 evenings a week all year			
*Open evenings may vary based on community considerations												

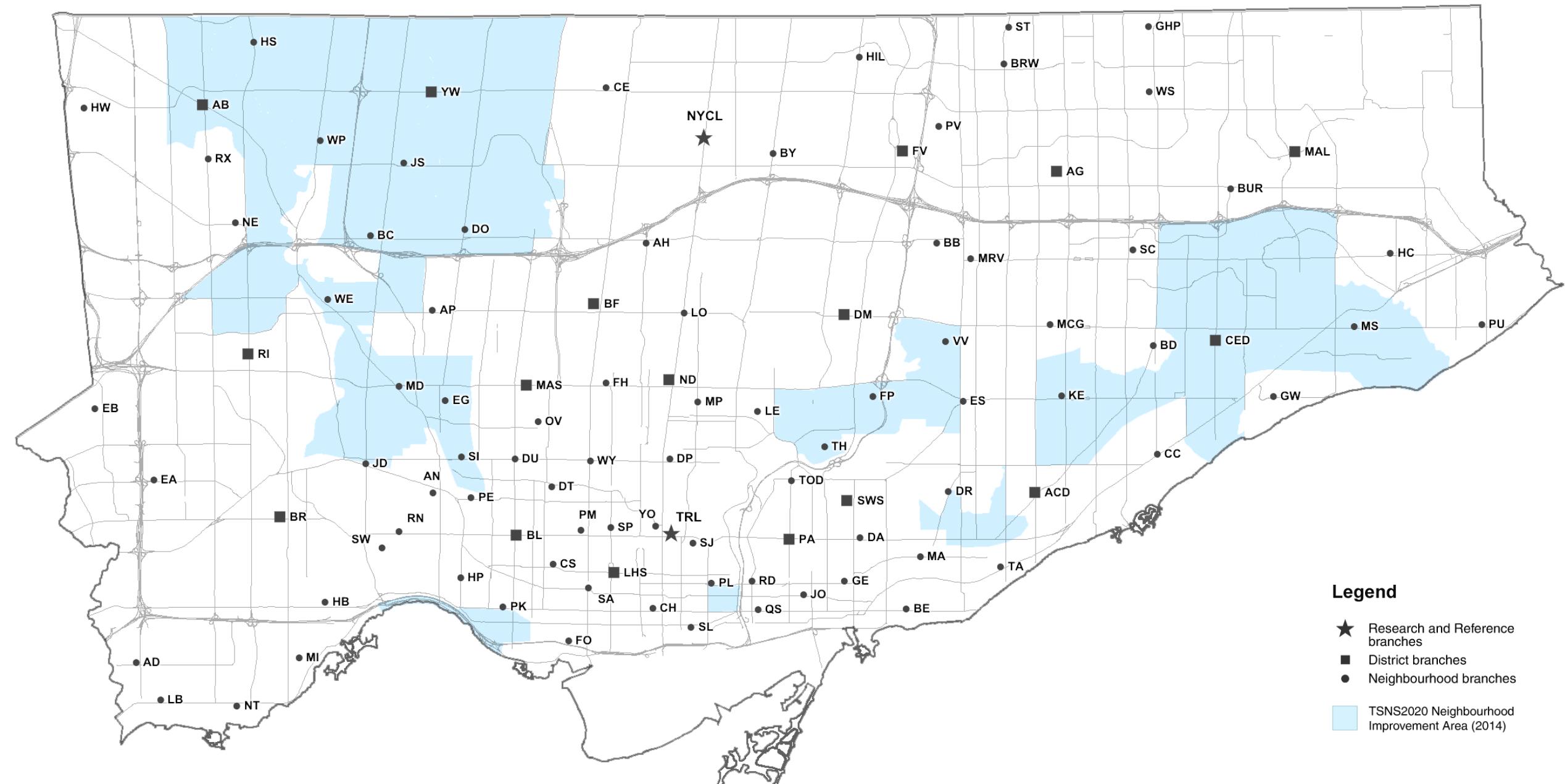
Denotes location in a Neighbourhood Improvement Area (NIA)

# Open Hours Plan – Implementation

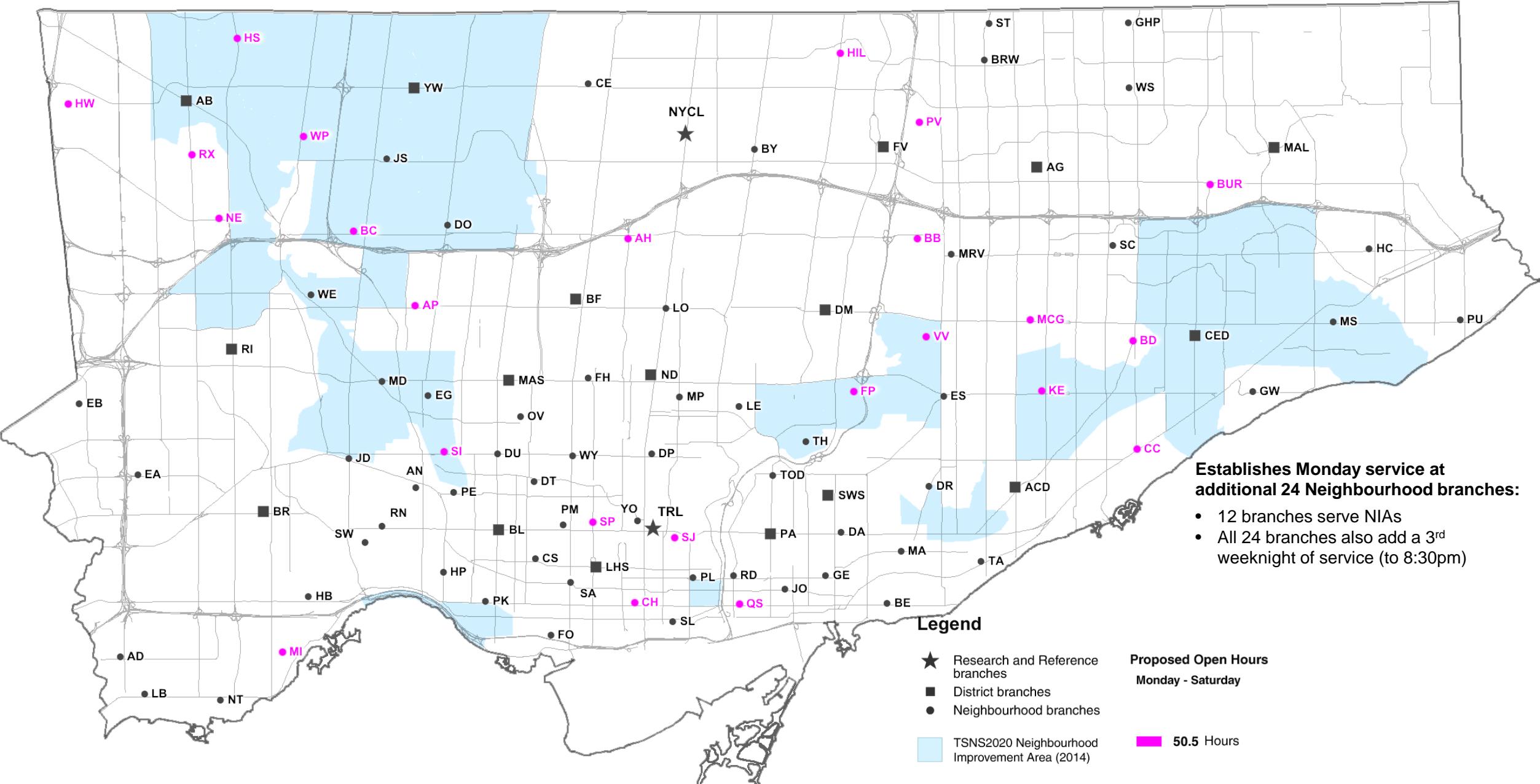
Toronto Public Library Board  
August 16, 2018



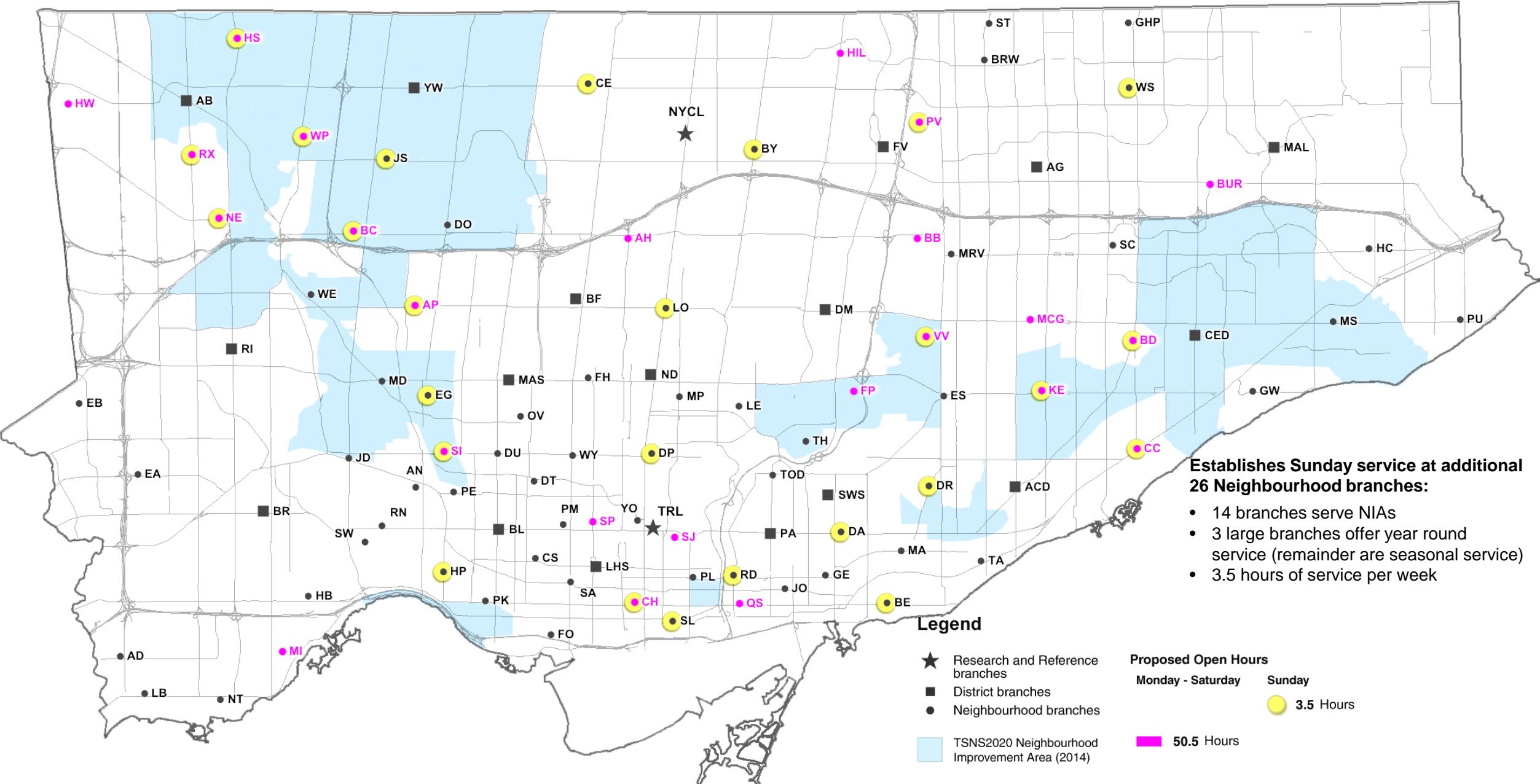
# Open Hours Plan - Implementation



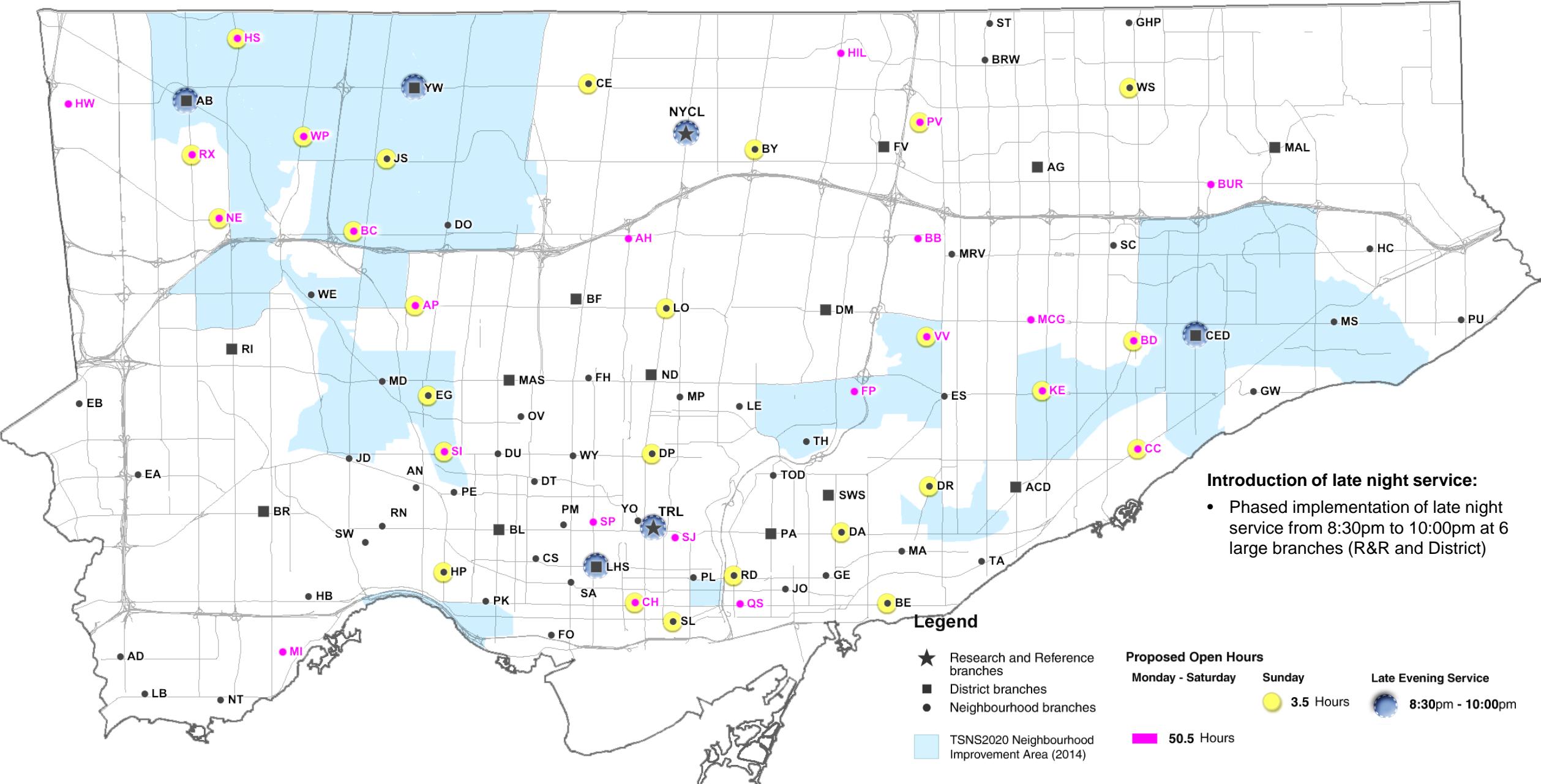
# Open Hours Plan - Implementation



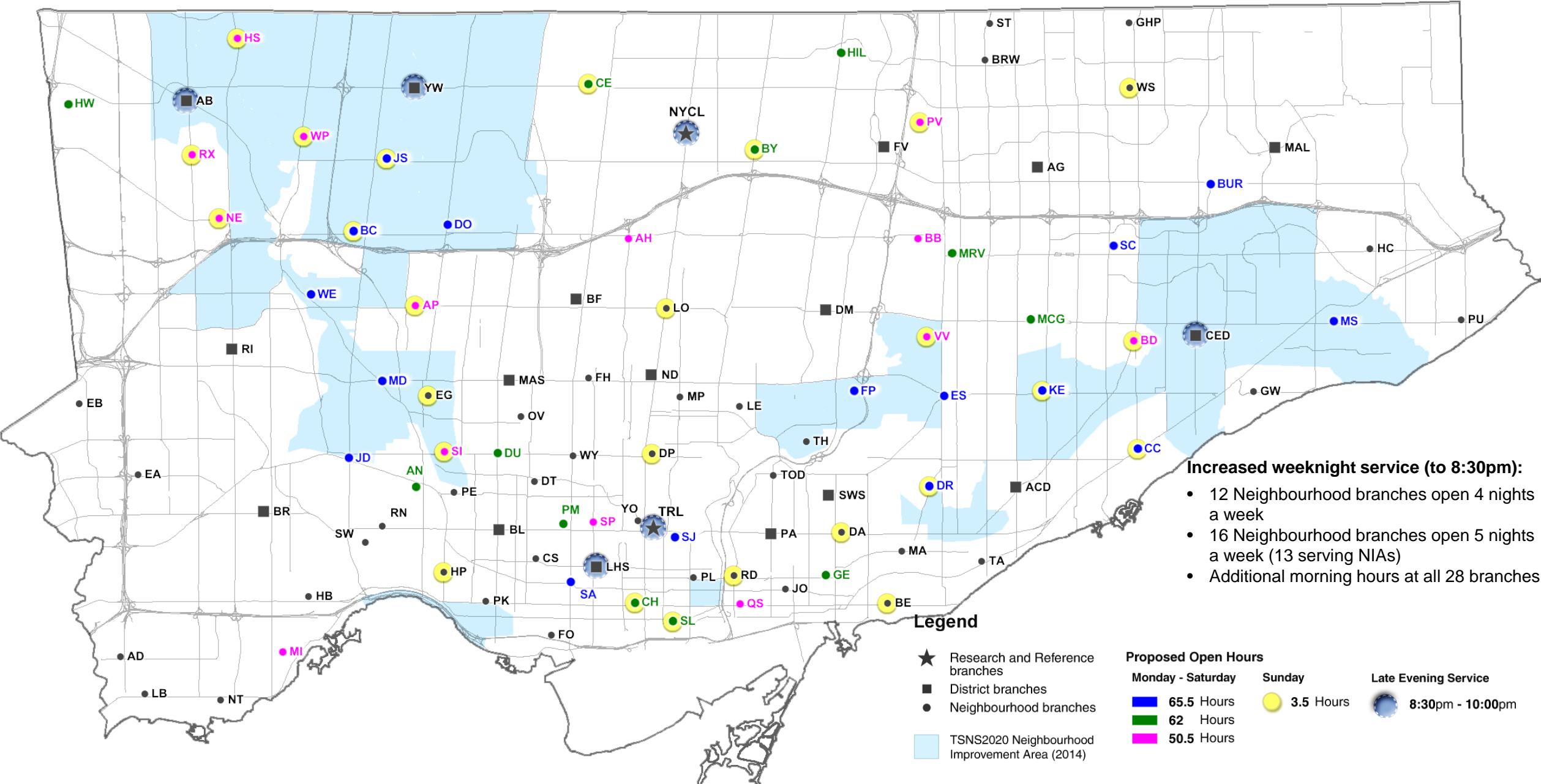
# Open Hours Plan - Implementation



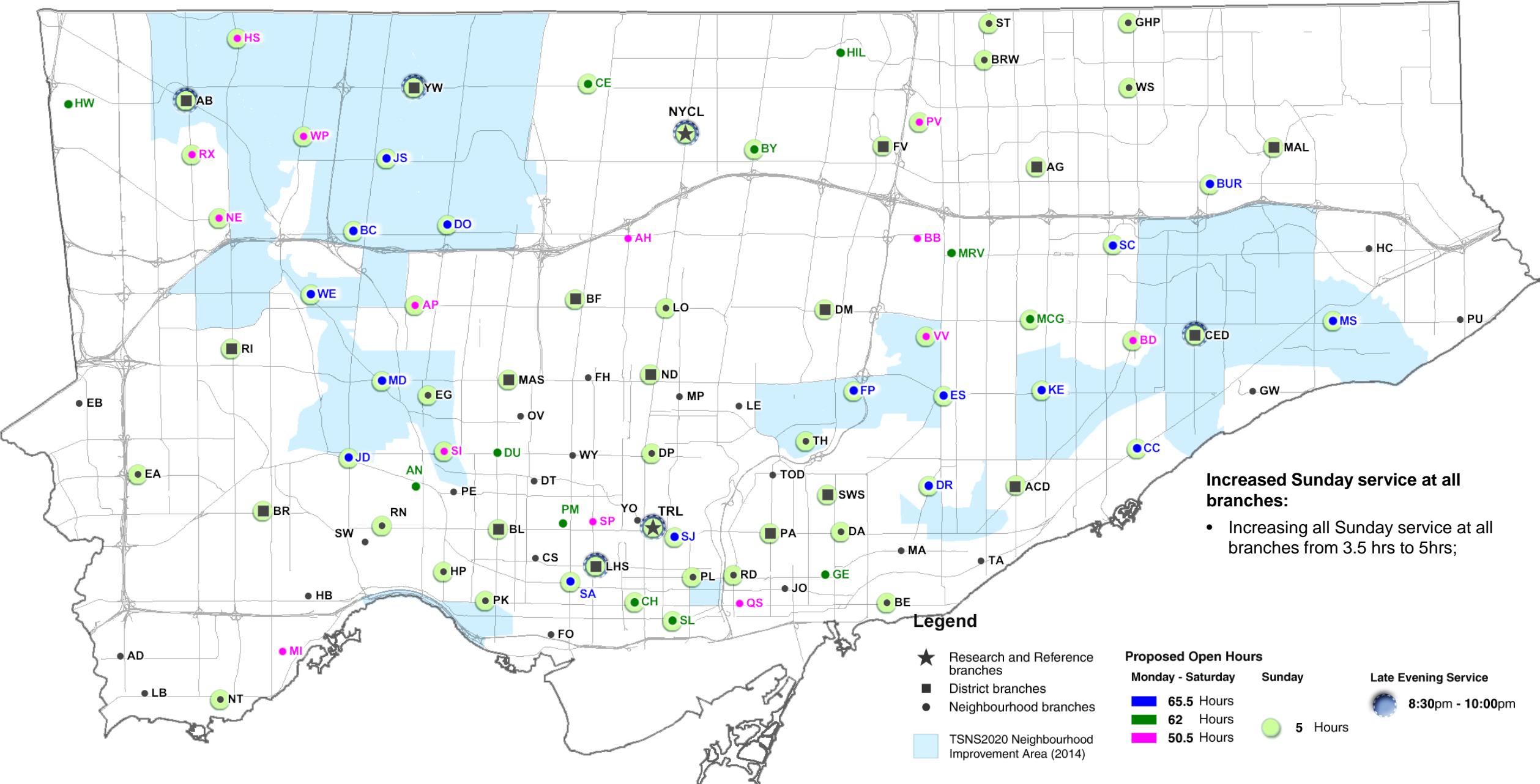
# Open Hours Plan - Implementation



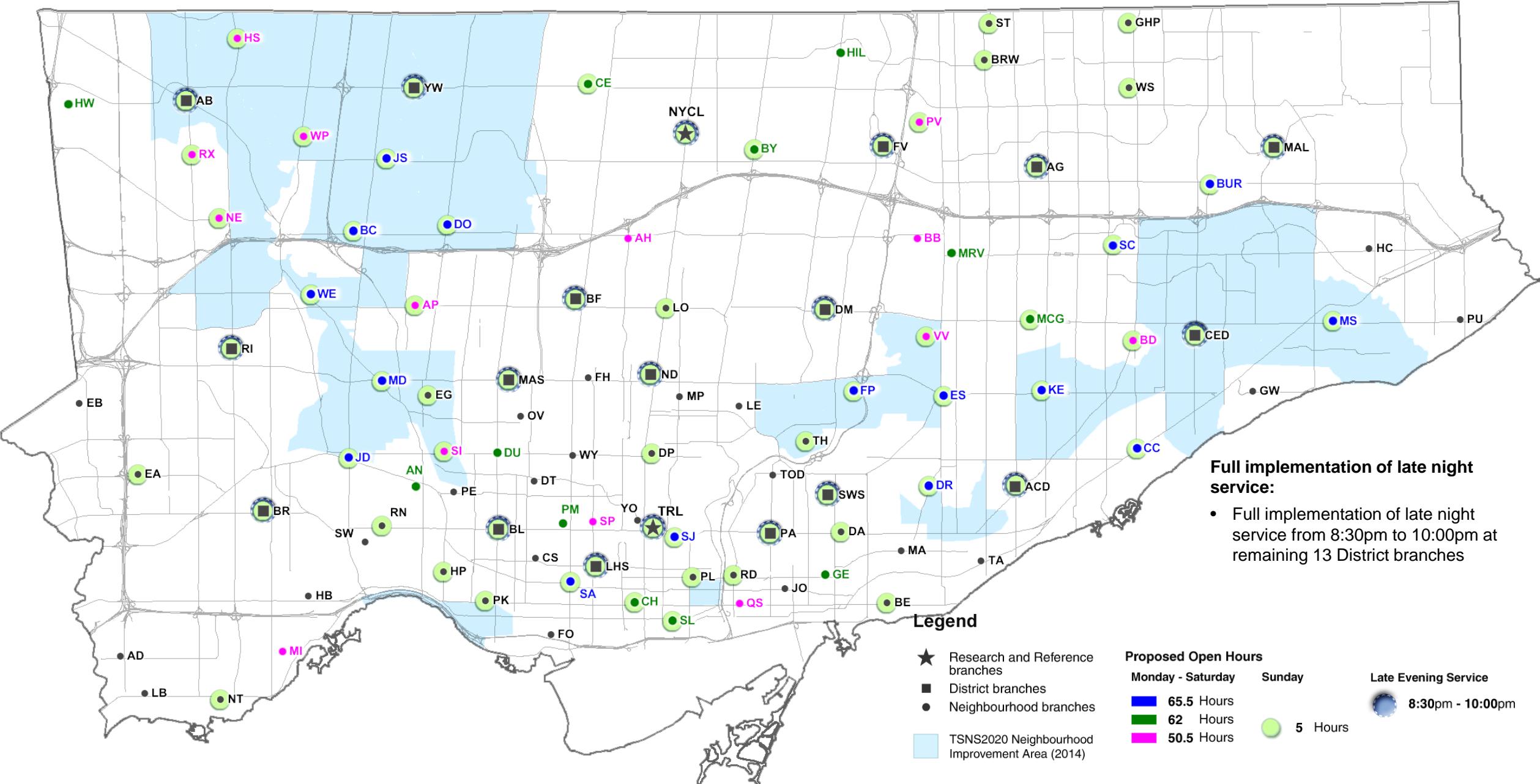
# Open Hours Plan - Implementation

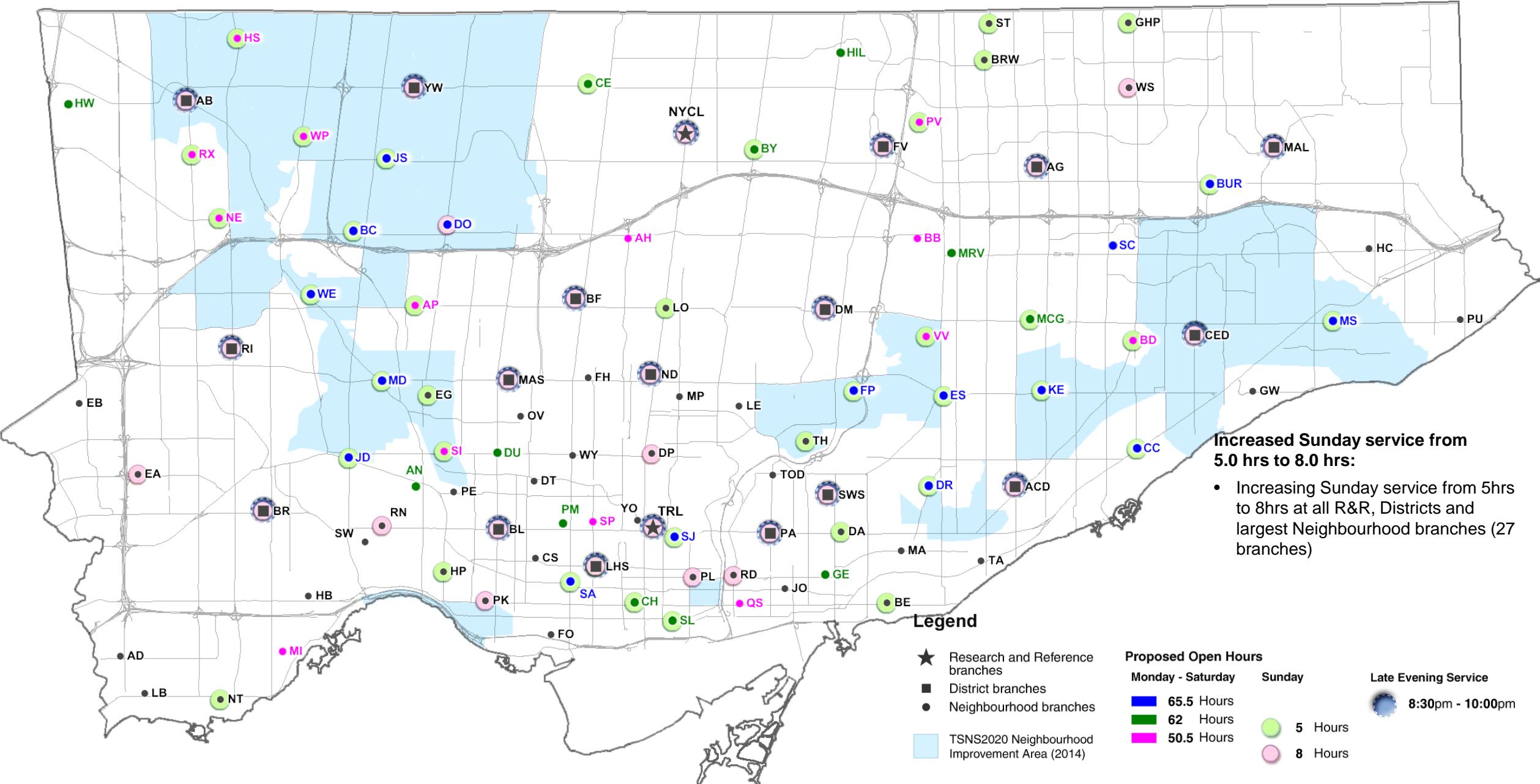


# Open Hours Plan - Implementation

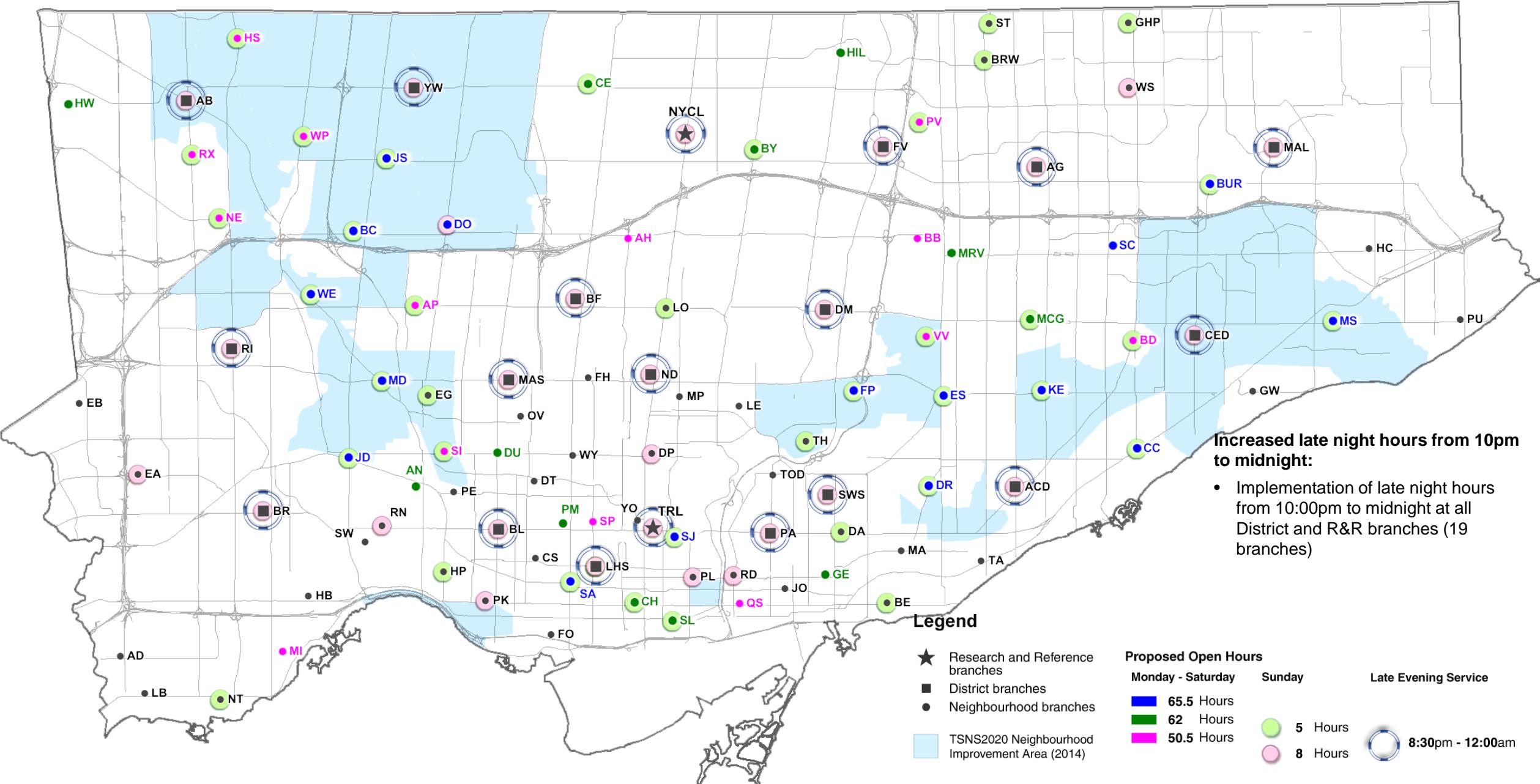


# Open Hours Plan - Implementation

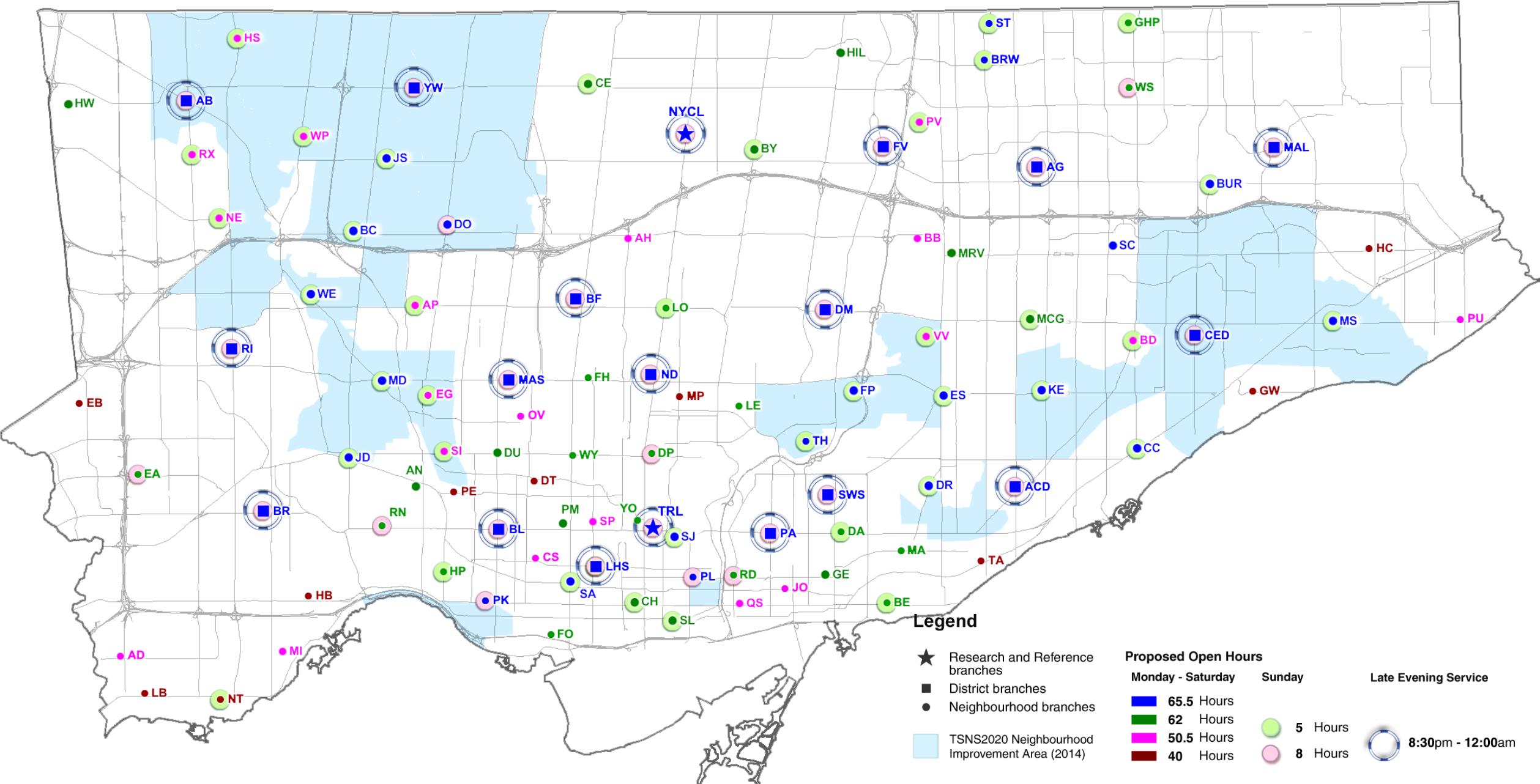




# Open Hours Plan - Implementation



# Open Hours Plan - Implementation



# Open Hours Plan – Implementation Costing Breakdown

Phase 1 (2019-2020)	OPEN BRANCHES:	\$5.58 M
Phase 2 (2020-2021)	MAXIMIZE HOURS:	\$7.23 M
Phase 3 (2021-2022)	FINALIZE IMPLEMENTATION:	\$ 5.45 M
Total	FULL IMPLEMENTATION:	\$18.3 M

Full implementation of the revised Open Hours Plan is \$18.3 million

- **10% net increase** to the Library's current operating budget
- **20% increase to current open hours, doubling the return on the investment**

# Questions?

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