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**TO:** Jane Pyper, City Librarian, Toronto Public Library

**FROM:** Joseph P. Pennachetti, City Manager

**SUBJECT:** **Toronto Public Library Service Efficiency Study – Final Report**

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As you know, City Council at its meeting in April 2011 adopted the Service Review Program, requiring a series of studies including the Toronto Public Library (TPL) Service Efficiency Study. The Study has now been completed and I attach the final report of the DPRA Consulting Team.

I want to thank you for making key senior staff available to participate in this study, including their assistance in developing the Statement of Work, selecting consultants for the study, providing a considerable amount of data, facilitating site visits and staff meetings with the consulting team, attending meetings with City staff during the course of the study and reviewing the draft report, all within a very restrictive time frame. This contribution has been invaluable.

I would like to make special mention of two items in the DPRA report:

- DPRA, in accordance with the Statement of Work, also conducted an analysis of hours of operation using data supplied by TPL regarding library visits by day of the week. Their conclusion is that hours of operation could be reduced with minimal service impact by shifting hours of operation from lower use times to the times and days that have experienced the highest demand from residents of Toronto, namely afternoons, evenings, and weekends. While I understand that this is somewhat different from the hours of operation proposed in TPL's 2012 budget proposal, it is hoped that the consultant's options may be considered as well.
- DPRA, assisted by TPL staff, identified 15 branches with below average performance. The consultant did an analysis of each of these and concluded that service levels could be maintained by consolidating services provided by 14 of these branches within neighbouring branches, whereby library users would be redirected to libraries still within a reasonable travel distance defined by TPL. Given Council's decision not to pursue branch closures, this recommendation is for the Board's information and not for consideration for the 2012 budget process.

However, we would look to include Library branches in the City Manager's study of public facilities (to be conducted in 2012) to assess opportunities for shared facilities as per Recommendation 9 in this report.

A digital copy of the final report is enclosed for you to provide to all members of the Board and senior TPL officials. Note that City Council, at its special meeting in September, directed me to report the findings of the

Service Efficiency Studies through the budget process. The TPL Service Efficiency Study will be before the City's Budget Committee for its meetings scheduled December 2-9, 2011.

As requested by the Board, I am also attaching the Statement of Work (i.e., the terms of reference) for the TPL Service Efficiency Study, which provides a comprehensive outline of the approach to the study.

Once again, thank you for your cooperation in this initiative.



Joseph P. Pennachetti  
City Manager

Attachments: 1. Toronto Public Library Service: Service Efficiency Study (DPRA Final Report)  
2. The Statement of Work for the Consultant for the TPL Service Efficiency Study

cc: Nancy Autton  
Karen Jones  
Cam Weldon