

**Report to / Rapport au:**

**Ottawa Public Library Board  
Conseil d'administration de la bibliothèque publique d'Ottawa**

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**File Number: OPLB-2019-0404**

**SUBJECT: Semi-Annual Performance Measurement – July to December, 2018**

**OBJET: Cadre de mesure du rendement semestrielle – Juillet à décembre  
2018**

**REPORT RECOMMENDATION**

**That the Ottawa Public Library Board receive this report for information.**

**RECOMMANDATION DU RAPPORT**

**Que le Conseil d'administration de la Bibliothèque publique d'Ottawa prenne  
connaissance de ce rapport à titre d'information.**

**BACKGROUND**

The Ottawa Public Library (OPL) Board approved the Performance Measurement Framework (PMF) at its meeting in May 2013 (Board Report # OPLB-2013-0052). On April 12, 2016, the Board approved an updated list of Key Performance Indicators (KPI) (Motion # OPLB-2016-0143). The list was approved to align performance measures with OPL's 2014-2018 Strategic Directions:

- Services that are customer centric;
- Spaces for community, collections, and creation; and,

- Success through learning, literacy, and innovation.

The PMF uses data collected through a variety of sources, including OPL's integrated library system, the City's financial management system, and manual data collection. The PMF employs a range of measurements to evaluate the performance of the organization. In total, the PMF reports on 10 KPIs divided across three categories (for definitions, see Appendix A):

- Customer Satisfaction (CS):
  - (CS 1.1) Total Circulation;
  - (CS 1.2) Total Electronic Visits;
  - (CS 1.3) Total Cardholders Active in Last 12 Months;
  - (CS 1.4) Customer Satisfaction Score;
  - (CS 1.5) Percent of Available Meeting Room Hours Booked; and,
  - (CS 1.6) Reach and Awareness Ratio.
- Operational Effectiveness (OE):
  - (OE 1.1) Hold Time to Availability (Days);
  - (OE 1.2) Total Program Attendance per Square Foot; and,
  - (OE 1.3) Percent of Physical Materials Checked Out.
- Financial Stewardship (FS):
  - (FS 1.1) Operating Cost per Library Use

## **DISCUSSION**

### **Results Summary**

OPL reports on 10 performance indicators on a semi-annually basis. This method of data analysis increases reliability and meaningful comparisons for an organization, as KPIs are consistently compared to a specific measurement period. Table 1 provides a summary of Period 2 (July – December) 2018 KPI results in comparison to Period 2

(July – December) 2017 KPI results. See Appendix B for chart displaying trends by period.

**Table 1. July – December 2018 KPI Measurement Results Summary**

Measure	Period 2 2017	Period 2 2018	Difference	% Change	
Cost Per Library Use	\$2.05	\$1.87	-0.18	-9%	↑
Customer Satisfaction Score (%)	65.09	*	*	*	→
Electronic Visits (#)	6,555,851	6,408,130	-147,721	-2%	→
Hold Time to Availability (Days)	8.00	7.00	-1.00	-13%	↑
Per cent of Available Meeting Room Hours Booked	34.47	35.54	1.07	3%	↑
Percent of Physical Materials Checked Out	20.34	24.39	4.05	20%	↑
Reach and Awareness Ratio	3.03	3.47	0.44	15%	↑
Total Cardholders Active in the Last 12 Months	220,071	237,567	17,496	8%	↑
Total Circulation	5,610,405	5,994,451	384,046	7%	↑
Total Program Attendance per Square Foot	0.2246	0.2660	0.04	18%	↑

\* Not Available. See page 6 “Customer Satisfaction Score Review” for more details.

During Period 2 2018, OPL experienced a significant increase in eight of the 10 KPIs when compared to Period 2 2017. These results indicate an improvement in OPL’s overall performance categories: customer satisfaction, operational efficiency, and financial stewardship. Further analysis of the data also revealed three emerging themes

contributing to new insights that will help build a more responsive library service for our community. They include:

- New Loan Periods and Fees
- System-Wide Initiatives and Promotion
- Online Resources

### **New Loan Periods and Fees**

During Period 2, 2018, there was a significant increase in total circulation (checkouts, renewals and streaming), total active cardholders, hold time to availability, and total physical materials checked out.

These positive results can be attributed to the new loan periods and fees structure that OPL implemented on January 24, 2018. Among the many changes associated with this new structure was the addition of unlimited renewals on regular items unless the item has been requested by another customer. Many customers now renew items six times or more, doubling the number of renewals that have occurred since Period 2 2017. This provides an excellent opportunity for physical items that are not in high demand to be borrowed for longer periods by the customer, ultimately enhancing their Library experience.

As part of the new loan periods and fees structure, OPL also introduced a \$1.00 restocking fee for holds and Interlibrary Loans that expire on the holds shelf and are not picked up by the customer. This charge encourages customers to cancel holds that may not be required. Cancelling holds eliminates the restocking fee and allows items to be processed earlier for the next customer in-line. The fast turnover of items reduces the number of days a customer waits on average for their hold items to become available.

The overall benefits of the new loan periods and fees structure has been twofold:

- Customers now experience shorter wait times for requested hold items.
- Borrowed items can be retained longer which also helps to mitigate overdue fees.

Staff will continue to monitor the impact of this structure through customer feedback and other key operational metrics. The goal is to continuously improve the customer experience.

## **System-Wide Initiatives and Promotion**

During Period 2 2018, there was significant growth in the number of active cardholders, the percentage of booked meeting room hours, and program attendance, when compared to Period 2 2017. Together these results provide important insights into the effects of promoting system-wide initiatives.

Awareness of library services and programs can lead to new experiences that ultimately attract new customers and improve customer satisfaction. It is essential to promote system-wide initiatives within a broad media context that reaches beyond the physical boundaries of the library.

Throughout October 2018, OPL celebrated Canadian Library Month as part of a nationwide campaign. Library Month highlights the valuable role libraries play in communities and provides an opportunity to show appreciation to customers in a memorable way. This year, customers were invited to discover what the Library has to offer by giving away Golden Tickets across the City. The limited-edition Golden Tickets were redeemable for a locally produced, handmade book bag. The golden ticket event was a great success generating increased interest and conversation among the public and library staff, particularly through social media channels.

The popularity of Library month resulted in a significant increase of in-person and online visits to OPL. As a result, October generated the largest number of new cardholders compared to the rest of 2018.

Additional system-wide initiatives, such as one-of-a-kind staff-led programs and media promotions have also contributed to continued growth of in-branch program attendance and total use of meeting rooms, for programing purposes. Programs that include “Family Stay and Play,” escape room challenges, and participation in the bilingual North American Live Twitter Chat using hashtag #AskALibrarian, demonstrate the welcoming nature of OPL programs, services, and spaces.

Although the KPI measures apply to programs held in library branches, the popularity of external programs held in the community during Period 2 2018, further enhanced OPL’s reach and awareness results. For example, events held in partnership with Library and Archives Canada and award-winning Canadian artists experienced excellent

attendance. These initiatives align strongly with OPL's vision as a means of attracting new customers and introducing new services to long-standing customers.

Customers also continued to show interest in the OPL-LAC Joint Facility. Activity and promotion related to this project resulted in an increase to social media and news articles referencing OPL during Period 2 2018, expanding OPL's reach and awareness.

### **Customer Satisfaction Score Review**

During Period 2 2018 there was a substantial decrease in the number of customer satisfaction responses collected through the in-branch satisfaction mobile carts. Despite performing a refresh of the signage and the survey form, only 80 responses were collected in a six-month period compared to 1,044 responses collected during Period 2 2016 (first measurement period). Customer responses have continually decreased since the initial deployment. Feedback from branches suggest that once a customer has submitted a response, they are unlikely to resubmit feedback during subsequent visits. As a result, the satisfaction carts will be discontinued until a new process is developed to collection customer satisfaction feedback.

Measuring customer satisfaction is one of the most fundamental and critical parts of providing and improving customer experiences. A new collection approach will be developed by staff. It is anticipated that results for this new collection methodology will be available in the second half of 2020.

### **Online Resources**

OPL's online resources continue to grow in popularity and use. In the past four years, the Library has seen a 136 percent increase in downloads and streaming with a significant increase in digital audiobooks. These results indicate that customers value OPL's digital platforms, contributing to lowering the cost per library use. While print materials remain a core offering that provides an enjoyable reading experience, the use of online resources continues to increase.

In 2018, OPL created a new express eBook platform, a first in Canada, to give customers rapid access to the most sought-after eBook titles. The Library was recognized as a Top Innovator by the Urban Libraries Council (ULC) for the Express eBooks service. This initiative demonstrates OPL's continued efforts to improve its offerings to better meet our customer's needs.

Increased usage of OPL's online resources have also contributed to a growth in circulation and Active Cardholders. The introduction of the new Libby App provides a more seamless experience for eBook and digital audiobook customers. Campaigns such as, "Together We Read: Canada," also provide support for digital collections in public libraries across Canada.

The popularity of the seamless app experience has however contributed to a decrease in total electronic visits during Period 2 2018. OPL's vendor apps such as Libby (Overdrive) and RBDigital (Zinio) allow customers direct and seamless access to content without navigating through the OPL website. As app usage continues to increase, the Library is investigating how to measure and improve reporting accuracy of this usage.

## **CONSULTATION**

There are no external consultations associated with this report.

## **LEGAL IMPLICATIONS**

There are no legal implications associated with this report.

## **RISK MANAGEMENT IMPLICATIONS**

There are no risk management implications associated with this report.

## **FINANCIAL IMPLICATIONS**

There are no financial implications associated with this report.

## **ACCESSIBILITY IMPACTS**

There are no accessibility impacts associated with this report.

## **TECHNOLOGY IMPLICATIONS**

There are no technology implications associated with this report.

## **BOARD PRIORITIES**

This report is prepared in compliance with OPL Board Policy OPLB-0010 CEO Reporting and Board Monitoring.

## **SUPPORTING DOCUMENTATION**

1. Appendix A – KPI Definitions
2. Appendix B – KPI Summary Chart

## **DISPOSITION**

If approved by the OPL Board, further development of CS 1.4 Customer Satisfaction Score will continue in Q2 2019. The first anticipated semi-annual report that will include reporting on the new metric is Period 2 2020, after one full measurement cycle is complete.



## **KPI Definitions**

### **Definitions**

#### **1. Customer Satisfaction (C.S)**

Customer Satisfaction provides a performance perspective on the OPL's strategic priority: Services that are customer centric and is central to the mission and vision.

##### **CS 1.1 Total Circulation (Physical and Digital Circulation)**

Total Circulation includes first-time circulation, renewals, streaming services, and digital downloads. Digital downloads include Overdrive, Zinio, Freegal, Cloud Library, and MaBiblio. Streaming services include Freegal, Hoopla, Naxos, Kanopy, Access Video on Demand (AVOD), and ArtistWorks, a new service complementing the Music Lending Library (MILL).

##### **CS 1.2 Total Electronic Visits**

Total Electronic Visits (sessions) include customer accesses of the Library website, the on-line catalogue, and databases through internal and external networks or wireless means.

##### **CS 1.3 Total Cardholders Active in Last 12 Months**

An active cardholder is defined as a customer who during the last 12-month period: borrowed, renewed, or returned library material; was issued and/or paid a fee; reserved library material and/or a computer; updated their Library card; registered for a library program; or, logged onto their account via the OPL virtual branch and/or catalogue.

##### **CS 1.4 Customer Satisfaction Score**

The Library bases its Customer Satisfaction Score on respondents' experiences online or in a branch during the measurement period. Customer feedback is captured using a 1-5 scale, where one represents very unsatisfied and five represents very satisfied. The result below reflects the percentage of respondents selecting four and five in comparison to the total number of responses.

An open and anonymous form provides visitors the ability to provide comments, concerns, and compliments, and to suggest ways that OPL can improve its services. OPL managers have reviewed customer feedback and follow-up is provided when requested. Results reflect a non-randomized observational methodology.

### **CS 1.5 Percent of Available Meeting Room Hours Booked**

CS 1.5 represents the total number of meeting room hours booked divided by the total number of meeting room hours available.

### **CS 1.6 Reach and Awareness Ratio**

CS 1.6 represents the number of electronic news and social media posts referencing OPL divided by the number of OPL-generated posts on [bibliooottawalibrary.ca](http://bibliooottawalibrary.ca) and OPL's social media channels (Facebook, Twitter, and Instagram).

Reach and Awareness Ratio is an indicator of the role of OPL in promoting reach and value within a broad media context.

## **2. Operational Effectiveness (OE)**

Operational Effectiveness is a performance category that monitors operational function of the organization.

### **OE 1.1 Hold Time to Availability**

Hold Time to Availability measures the median days from the time a hold is placed electronically, to the time it is available for pick up, for all holds that are checked out (completed) in the measurement period. In this measure, a lower number is more advantageous to the customer.

### **OE 1.2 Total Program Attendance per Square Foot**

OE 1.2 represents the total in-branch program attendance / total programming space (sq. ft.)

### **OE 1.3 Percent of Physical Materials Checked Out**

OE 1.3 is the average number of items currently checked out divided by the total items available at each branch.

### **3. Financial Stewardship (FS)**

The financial stewardship category is an indicator of operational costs related to the delivery of library services.

#### **FS 1.1 Operating Cost per Library Use**

Cost per Library Use is calculated by dividing operating costs by the total number of library uses during the measurement period. In this measure, cost is defined as all costs associated with the day-to-day operation of OPL.

## KPI Summary Chart

## Appendix B

