

**Report to / Rapport au:**

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

**October 10, 2017 / 10 octobre 2017**

**Submitted by / Soumis par:**

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**File Number: OPLB-2017-1005**

**SUBJECT: Semi-Annual Performance Measurement – January to June 2017**

**OBJET: Cadre de mesure du rendement semestrielle - Janvier à Juin 2017**

**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 prenne connaissance de ce rapport.**

**BACKGROUND**

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

- Services that are customer centric,

- Spaces for the 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 take a holistic view of the overall health of the organization and its performance. In total, the PMF will report on 10 KPIs divided across three categories. The January-June 2017 (Period 1) report features nine of the ten KPI's with a new communications measurement to be introduced in April 2018 as per motion OPL 2017 0411-3.

1) Customer Satisfaction (CS):

(CS 1.1) Total Circulation;

(CS 1.2) Electronic Visits;

(CS 1.3) Total Cardholders Active in Last 12 Months;

(CS 1.4) Customer Satisfaction Score (NEW);

(CS 1.5) Percent of Available Meeting Room Hours Booked, (NEW), and;

(CS 1.6) Communications (COMING 2018).

2) Operational Effectiveness (OE):

(OE 1.1) Hold Time to Availability, (NEW);

(OE 1.2) Total Program Attendance per Square Foot, and;

(OE 1.3) Percent of Physical Materials Checked Out.

3) Financial Stewardship (FS):

(FS 1.1) Operating Cost Per Library Use.

## DISCUSSION

### Executive Summary

Table 1 shows the three-year average result for Period 1 in 2014-2016 compared to the same period in 2017.

**Table 1. January - June KPI Measurement Results Summary**

Measure Name	Period 1 2017	Difference	Change	
Total Circulation	5,592,044	5,580,614	11,430	0%
Electronic Visits	6,747,492	7,198,188	-450,696	-6%
Total Cardholders Active in Last 12 Months	230,993	217,194	13,799	6%
Customer Satisfaction Score	68.42	*N/A	*N/A	*N/A
Percent of Available Meeting Room Hours Booked	19.07	*N/A	*N/A	*N/A
Hold Time to Availability (Days)	8.0	*N/A	*N/A	*N/A
Total Program Attendance per Sq. Ft.	0.23	0.19	0.04	21%
Percent of Physical Materials Checked Out	20.5	*N/A	*N/A	*N/A
Operating Cost Per Library Use (\$)	1.82	1.83	-0.01	-1%

\*N/A indicates data that is not available.

A three-year average is provided as a benchmark for comparison. Based on this benchmark, there was growth or stability across four of the five measures that can be compared. For information on the factors affecting each KPI, please refer to the respective sections within the report.

General factors influencing performance during Period 1 2017 include enhanced activities and media promotion around Canada 150 and the addition of new online resources. Additionally, the flooding impacted deliveries and shifted library service focus to community relief efforts which impacted circulation.

## 1. Customer Satisfaction (CS)

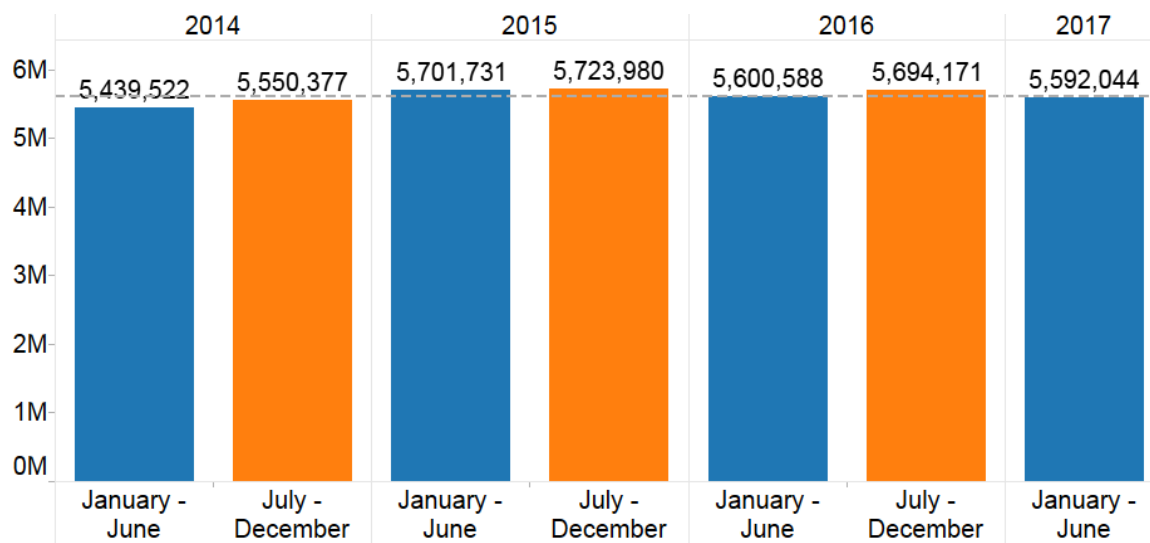
Customer Satisfaction provides a performance perspective on the OPL's strategic priority:

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, Lynda.com, and Access Video on Demand (AVOD).

**Figure 1. Total Circulation**



In Period 1 2017, total circulation remained stable at 5,592,044, changing less than 1 percent. From 2014 to 2016 the average total circulation during Period 1 (January – June) was 5,580,614.

Flooding impacted branch operations and delivery routes and fewer items were borrowed across impacted locations. Temporary closures for Radio Frequency Identification (RFID) improvements at Blackburn Hamlet and Sunnyside branches were offset by continued growth in downloads and streaming.

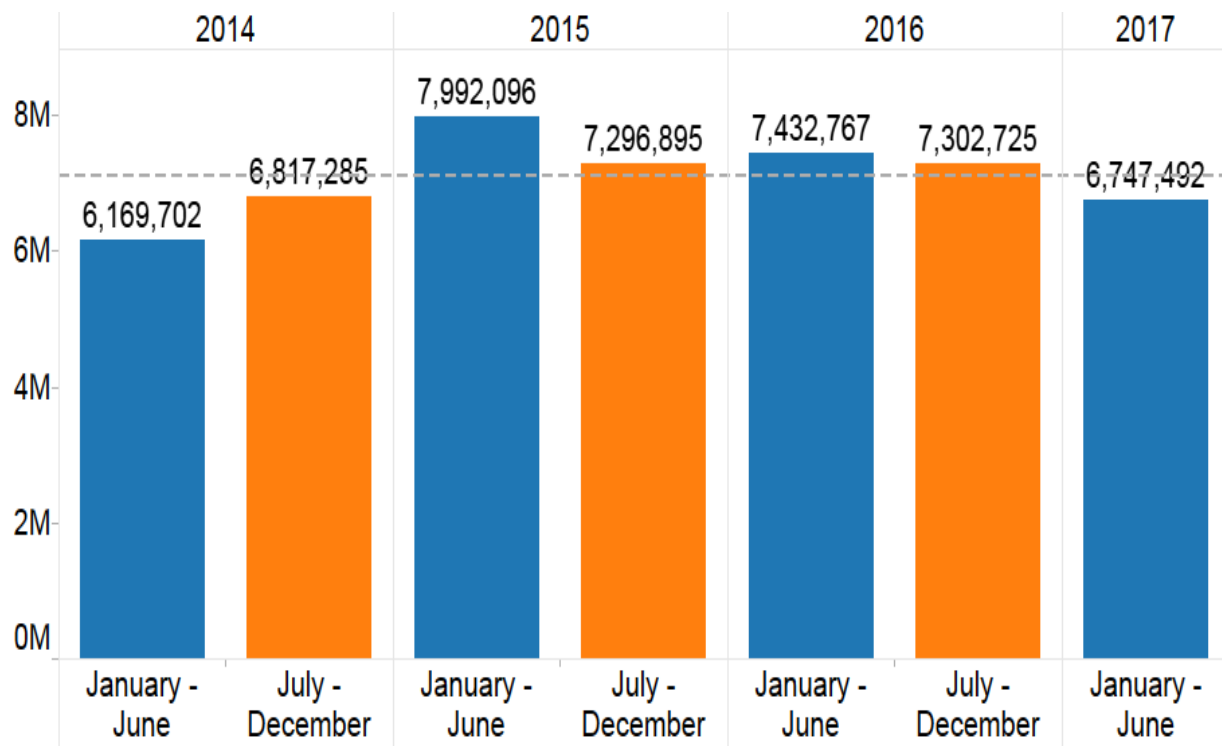
The growth of electronic circulation was further enhanced through the addition of two new resources: Kanopy and Cloud Library Express eBooks. Kanopy is a database for

film lovers and a relatively new addition to OPL online resources. Cloud Library Express e-Books is an innovative service and the first of its kind in Canada.

### CS 1.2 Electronic Visits

Electronic Visits (sessions) include when customers access the library's website, catalogue, and databases through network or wireless means.

**Figure 2. Electronic Visits**



In Period 1 2017, electronic visits decreased by 6.26 percent to 6,747,492. From 2014 to 2016 the average electronic visits during Period 1 (January – June) was 7,198,188.

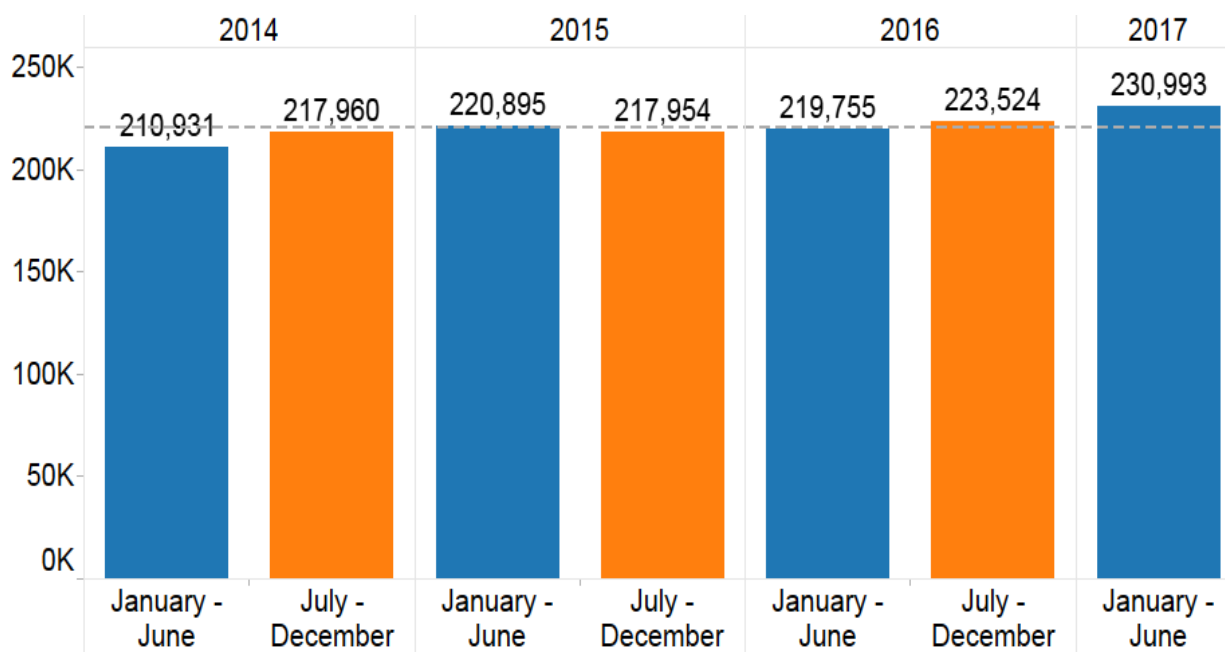
During this period website usage remained stable while visits to vendor sites like Overdrive decreased. Decreased traffic to other sites was partly driven by improved integration of third-party platforms, like Overdrive, and the OPL catalogue requiring fewer “clicks” to access items. Improved integration reduces the number of sessions generated from customers that are redirected to platforms such as Overdrive.

### CS 1.3 Total Cardholders Active In Last 12 Months

An active card holder is a customer who during the last 12 month period:

- updated their card;
- borrowed, renewed, or returned library material;
- was issued and/or paid a fee;
- reserved library material or a computer;
- registered for a library program; or
- logged onto their account via the OPL virtual branch and/or catalogue.

**Figure 3. Total Cardholders Active in the Last 12 Months**



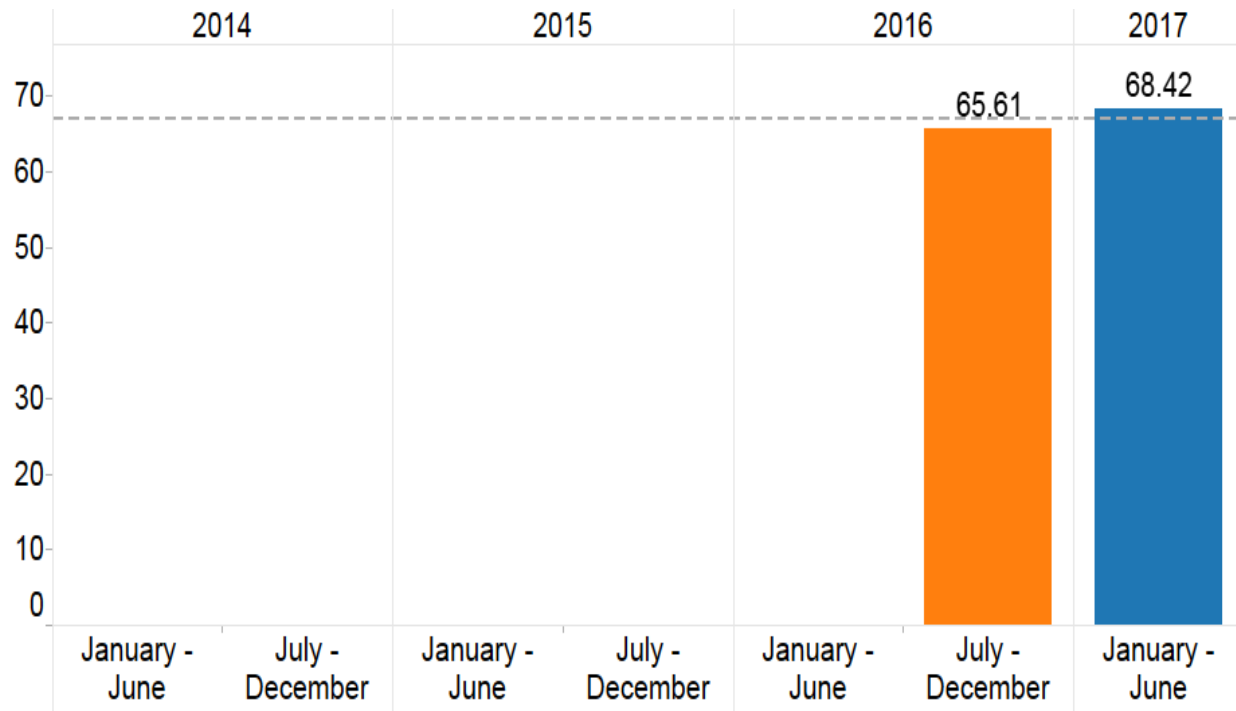
In Period 1 2017, the measure increased to 230,993, surpassing the average by more than 5 percent. From 2014 to 2016 the average total cardholders active in the last 12 months during Period 1 was 217,194. Positive increases have been observed across branches and cardholder categories. In addition to a general upward trend, enhanced promotion and programming related to Canada 150 may account for this positive impact. In June 2017, Kanopy (the new service mentioned on page 4) gained more than 4,500 new users (which may include new cardholders) due to significant media coverage.

#### **CS 1.4 Customer Satisfaction Score (New)**

The Library bases its Customer Satisfaction Score on respondents' most recent experience online or in a branch. The measure uses a 1-5 scale, where one represents

very unsatisfied and five represents very satisfied. The final result is the percentage of respondents selecting four and five as a percentage of the total responses.

**Figure 4. Customer Satisfaction Score**



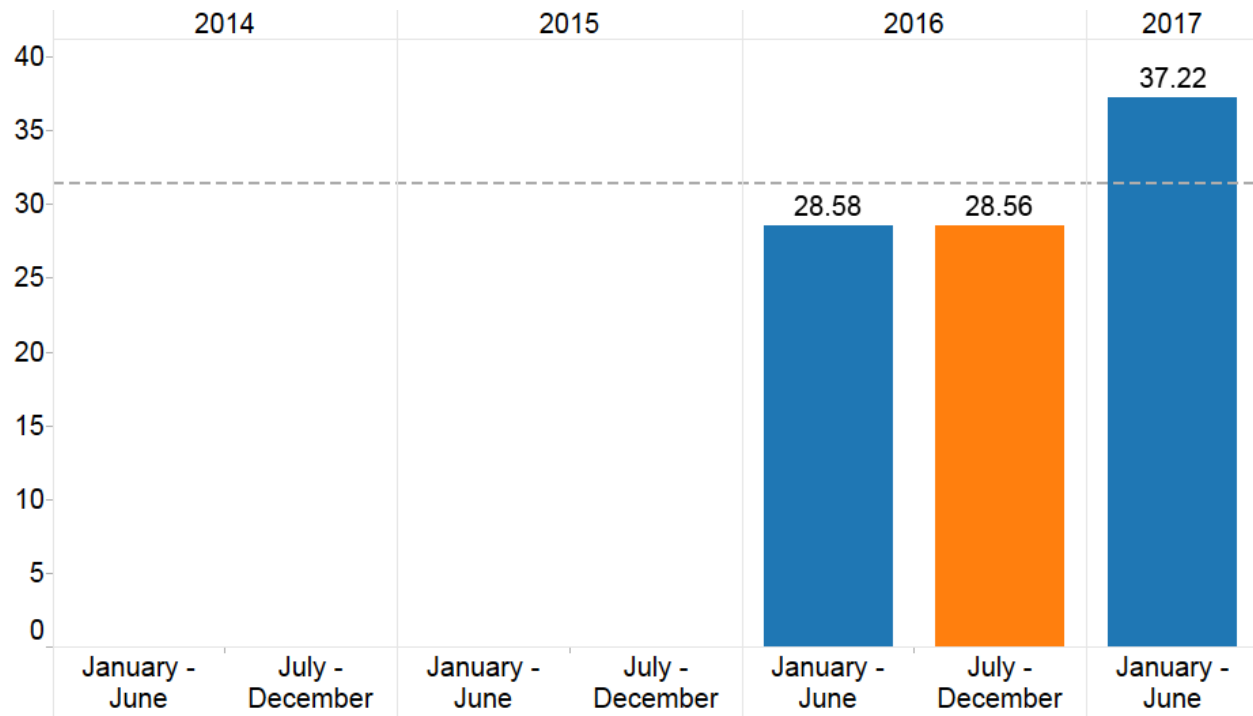
Period 2 2016 was the first time OPL captured customer satisfaction using the new score. In Period 1 2017, the cumulative result for January to June was 68.42 percent for 817 responses. Initial results were affected by the adoption of a new OPL website design in December 2016 that changed established usage patterns.

The improvement from the last result corresponded with significantly fewer unsatisfied comments related to website design and responses indicating positive in-branch experiences.

### **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 meeting room hours available.

**Figure 5. Percent of Available Meeting Room Hours Booked**



In April 2017, the Library reported the first results for the percent of meeting room hours booked. Meeting room usage data became available in 2016 following the introduction of online room booking.

Period 1 2017 results increased by 30 percent compared to Period 1 2016. The results for Period 1 2016 have been adjusted from the previous report as our methodology now accounts consistently for fee exempt bookings. From January to June, results improved partly due to the inclusion of meeting room usage by staff and partner organizations and optimizing the evening bookable hours at the Main branch.

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

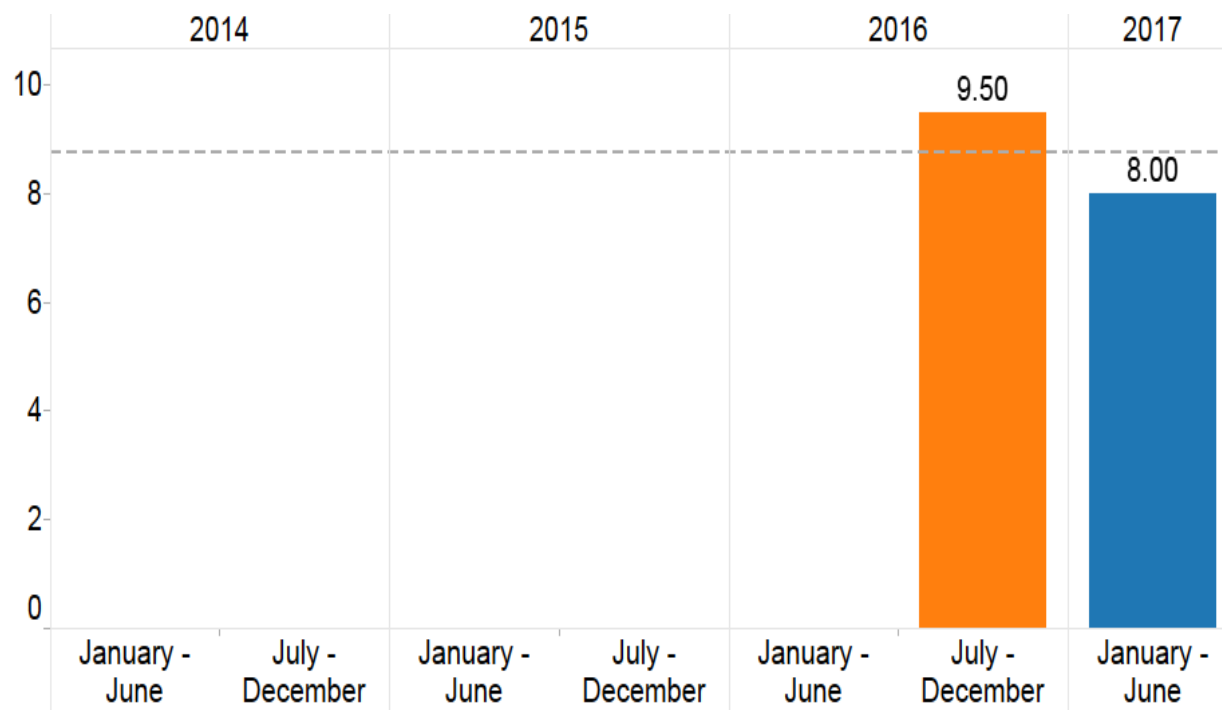
Operational Effectiveness is a performance category that monitors operational function of the organization.

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

Hold Time to Availability measures the median average days from the time a hold is placed electronically, to the time it is available at a branch for pick up, for all holds that are checked out (completed) in a month. In this measure, a lower number is better.



**Figure 6. Hold Time to Availability**



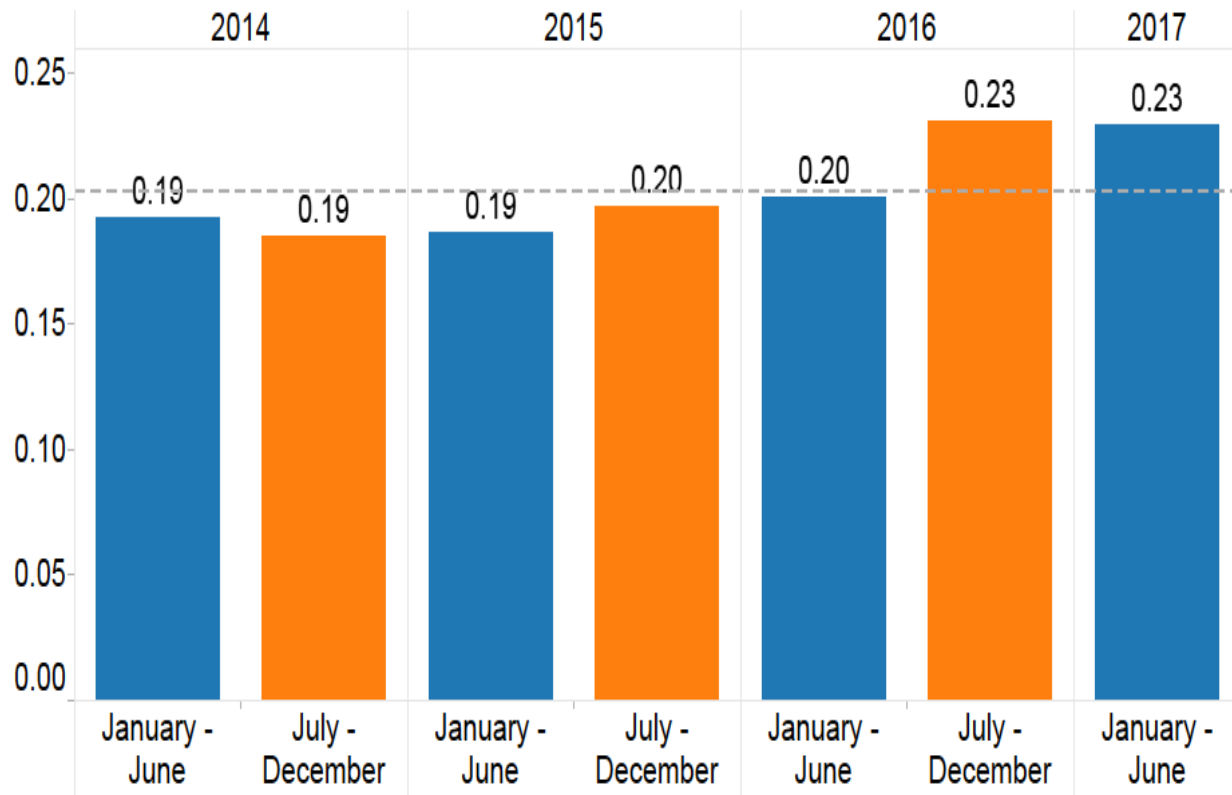
In Period 1 2017 the result was 8.00 days, a decrease of 1.5 days from Period 2 2016. Period 2 2016 was the first result for the hold time to availability measure. Many factors contribute to the average median time, ranging from centralized materials processing and localized processing time in branch, to delivery durations and the functioning of our Automated Materials handling unit (AMH). During period 1 2017, the combination of increased total AMH runtime and a slight decrease in the volume of materials circulated may have had a positive impact on the result.

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

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

In Period 1 2017, the measure increased to 0.23, outperforming the average by 0.4 attendees per square foot. From 2014 to 2016 the average total program attendance per square foot during Period 1 (January – June) was 0.19. While factors from the last period continue to have an impact, enhanced programming to celebrate Canada 150 was ongoing throughout the first half of 2017. In total, more than 300 events were related to Canada 150 resulting in a general increase in the number of programs across the system.

**Figure 7. Total Program Attendance per Square Foot**

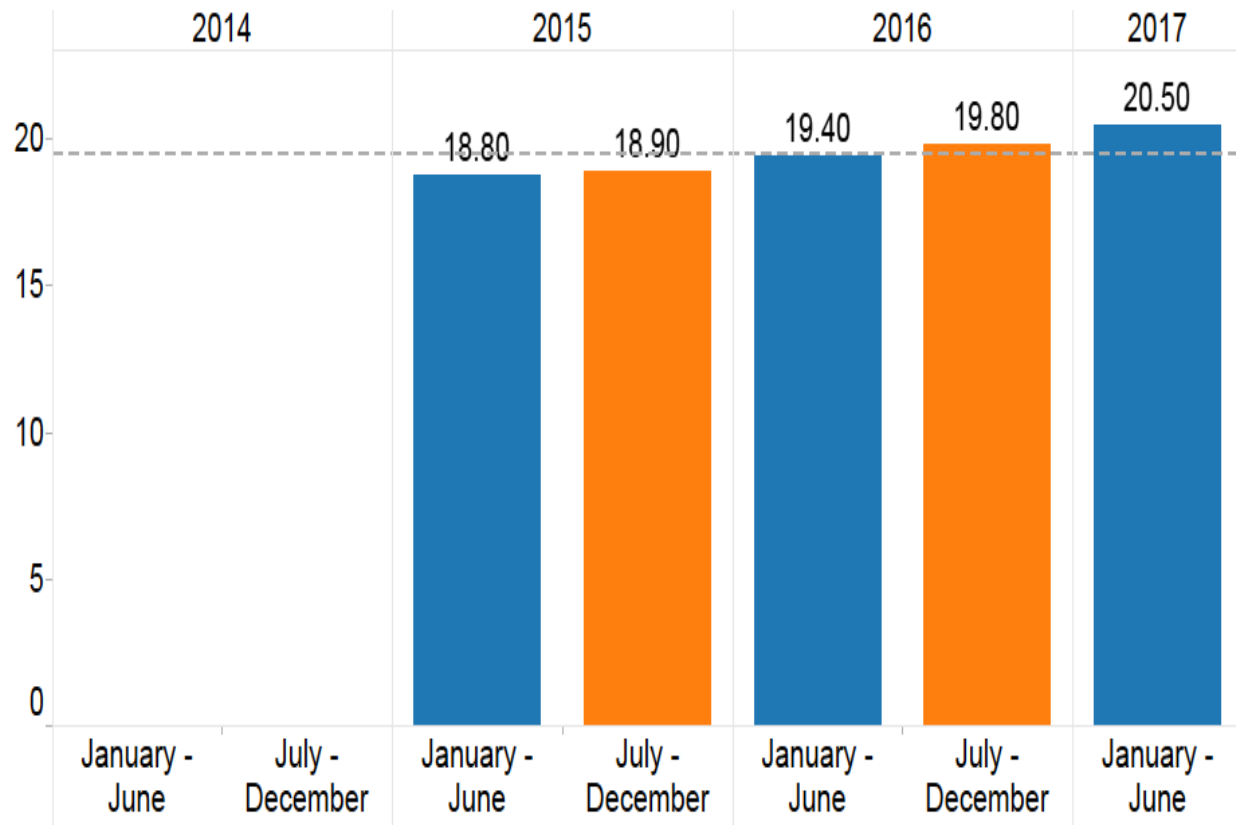


### **OE 1.3 Percent of Physical Materials Checked Out**

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

In Period 1 2017, the measure increased to 20.5 per cent. From 2015 to 2016 the average percentage of physical materials checked out during Period 1 (January – June) was 19.1 percent. The increase was the result of continued efforts by staff to maintain an active collection through effective weeding and merchandising practices, as well as the ongoing acquisition of new materials.

**Figure 8. Percent of Physical Materials Checked Out**



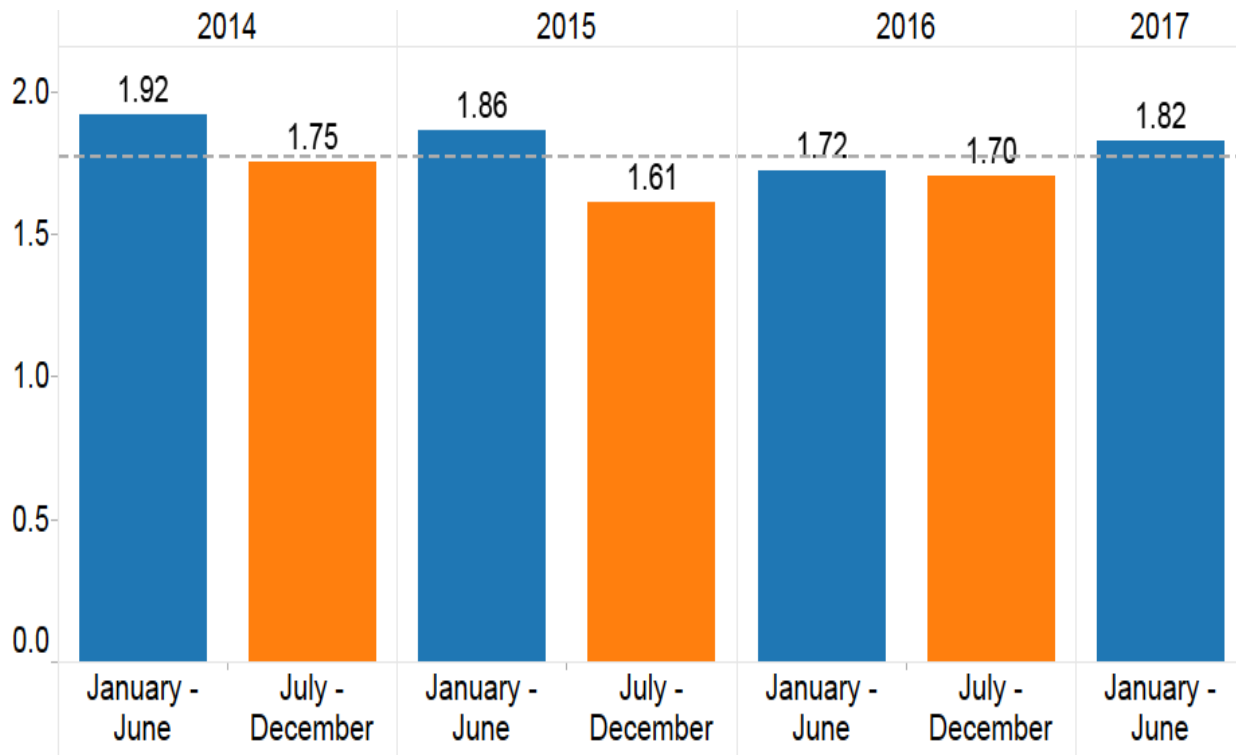
### 3. Financial Stewardship (FS)

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 measures the ratio between operating costs divided 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 the OPL.

**Figure 9. Operating Cost Per Library Use**



The cost per use measure compares the expenditures of the organization against public use of services and programs offered by OPL. A lower number is better as it represents more efficient use of resources. OPL's cost per use increased in the first quarter as electronic visits decreased due to improved integration of platforms. OPL's total gross expenditures were slightly over budget in the first half of 2017 due to higher than anticipated maintenance costs for bookmobile unit number 2, as well as a small overage in compensation.

## **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 implications 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.

### **DISPOSITION**

KPI CES 1.6, Communications, is currently being tracked and measured. Measurement will continue through the remainder of the year with the first appearance of the KPI in the April 2018 semi-annual PMF report.