

**Report to / Rapport au:**

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

**May 12, 2020 / 12 mai 2020**

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**File Number:** OPLB-2020-0506

**SUBJECT: Semi-Annual Performance Measurement – July to December 2019**

**OBJET: Cadre de mesure du rendement semestrielle – Juillet à décembre  
2019**

**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 reports on a semi-annual basis using 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 several measurements to evaluate the performance of the organization and inform strategic decision-making. During Period 2 2019, the results for the nine available KPIs are reported across three categories (for definitions, see Appendix A):

**1. 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 1.5) Percent of Available Meeting Room Hours Booked; and,

(CS 1.6) Reach and Awareness Ratio.

**2. 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.

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

(FS 1.1) Operating Cost per Library Use

On February 11, 2020, the Board approved eight KPIs that align with the OPL 2020-2023 Strategic Plan. This report represents the final performance measurement report for the 2014-2018 Strategic Plan and closes out reporting on the year 2019.

## DISCUSSION

### Results Summary

Table 1 provides a summary of KPI results for the second reporting period (July – December 2019) in comparison to the previous year. Measurements that improved or decreased by more than plus or minus five percent are represented by an upward or downward arrow in the table below. An increase in percent change for Cost Per Library Use and Hold Time to Availability signifies a less desirable result.

**Table 1. July - December 2019 KPI Measurement Results Summary**

Measures	2018	2019	Difference	%	Result Direction
Electronic Visits	6,408,130	6,071,915	-336,215	-5.2	↓
Cost Per Library Use	1.87	2.05	0.18	9.6	↓
Hold Time to Availability	7.00	9.00	2.00	28.6	↓
Percent of Available Meeting Room Hours Booked	35.54	37.38	1.84	5.2	↑
Per cent of Physical Materials Checked Out	24.39	26.16	1.77	7.3	↑
Reach and Awareness Ratio	3.47	4.86	1.39	40.1	↑
Total Cardholders Active (In Last 12 Months)	237,567	244,336	6,769	2.8	↑
Total Circulation	5,994,451	6,402,538	408,087	6.8	↑
Total Program Attendance per Square Foot	0.2660	0.2731	0.0071	2.7	↑

During Period 2 2019, OPL achieved improved results in six of its nine KPI measures. Those demonstrating improvement included: Percent of Available Meeting Room Hours

Booked, Percent of Physical Materials Checked Out, Reach and Awareness Ratio, Total Cardholders Active in the Last 12 Months, Total Circulation, and Total Program Attendance per Square Foot. Measures demonstrating a decrease included Electronic Visits, Cost Per Library Use, and Hold Time to Availability.

### **Electronic Visits**

During Period 2 overall Electronic Visits decreased by 5.2 percent. Despite the decline in overall electronic uses, evidence of an increased number of unique users suggests a widening demographic of digital-first customers who access resources from a variety of devices for entertainment and self-development. Specifically:

- Overdrive, the library's primary online e-content platform vendor showed an increase in unique active users of 2.86 percent;
- Press Reader, a service providing access to digital newspapers through internet browser platforms, saw user sessions increase by 40 percent;
- Kanopy, a popular streaming site for classic movies, doubled in active users to more than 2000 memberships; and,
- Popular online learning platforms such as Lynda.com, increased in active users by 12 percent.

Newer applications like Libby, developed by Overdrive to streamline e-content functionality for downloading and streaming, help meet customer expectations for convenience and ease-of-use. The resulting improved e-customer experience may explain the increased number of unique users of OPL e-services and the overall decrease in Electronic Visits given fewer on-line actions are required by the customer to obtain these e-services.

### **Cost per Library Use**

As per the KPI definition, this measure is affected by two factors: library uses and operational costs. Library uses include circulation, electronic visits, and program attendance. In two of the last three years, Period 2 results have been calculated at a higher cost than Period 1 results from the same year. In 2019, the second half results for total circulation and program attendance more than offset the reduction in electronic uses; however, total expenditures in Period 2 were \$1M more than expenditures in Period 1. The annual budget process for Budget 2019 was not approved until March 2019; and as such, expenditures for library materials, materials and supplies, and fixed

assets were significantly underspent after the first six months of the year, and increased appreciably in the second half of the year. The comparison of consistent total uses in both periods of 2019 to lower expenditures in Period 1 and higher expenditures in Period 2 caused the resulting increased cost per use. This is not uncommon, an identical cost per use of \$2.05 was posted in Period 2 2017.

### **Hold Time to Availability**

OPL's "Holds" service offering is a process that predominantly involves two OPL operational areas: Materials Handling and Branch Operations. In Period 2 2019, the combination of consistent production throughput at the Materials Sorting center with higher than normal staffing challenges at some branch locations caused delays in making holds materials available to customers within the target time-frame of seven days. The customer experience is critical to OPL's strategic goals and gaining back an average of two days in availability is of the highest importance. OPL anticipates improved results for this measure in the future.

### **Total Cardholders Active (In Last 12 Months)**

For the reporting period, several OPL online resources showed increased active users, contributing to OPL's Total 12-Month Active Users. While factors previously identified in the last semi-annual report (systemwide initiatives, customer usage trends, and community connections) continue to provide a basis for this improved measure, the emerging popularity of online resources further explains the increase in Total 12-Month Active Cardholders.

### **Summary - 2016-2019 Measurement Period**

The approval of the 2020-2023 Strategic Plan and new KPIs brings a close to the previous strategic plan and KPIs. In the previous four-year period, total circulation has steadily increased from 5.7M to 6.4M and the Percent of Materials Checked Out increased from 19.8 percent in 2016 to more than 26 percent in 2019. This result is indicative of consistent collection maintenance and promotion at Library branches and the Content Services department. Active cardholders increased by almost 21,000 unique customers as of Period 2 2019. The active cardholders increase is a promising result for the period considering the new 2020-2023 Strategic Statement's goal of increasing active cardholders by 25 percent over the next four-year period.

## **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.

## **DISPOSITION**

The Period 1 2020 Semi-Annual Performance Measurement report will be brought to the Board in November 2020 and will focus on the KPIs approved by the Board at its meeting February 11, 2020.

As of the writing of this report, the City of Ottawa remains in a State of Emergency resulting from the outbreak of the Novel Coronavirus (COVID-19). Library services are defined as a non-essential service during this pandemic emergency and all in-person service operations have been closed. This reduction in available Library services, even though virtual service offerings have been increased, will undoubtedly have a negative impact on each of the KPIs adopted in February 2020.