



REPORT TO THE LIBRARY BOARD

MEETING DATE: MARCH 24, 2011

Session:	Public Session
Subject:	Balanced Score Card Report, 4th Quarter 2010
Prepared By:	Nancy Collister, Arlene Thompson, Margaret Wilkinson
Presented By:	Margaret Wilkinson
Purpose of Report:	For Receipt and Information Only

Recommendation

It is recommended that this report be received.

Background & Review

The Balanced Score Card (BSC) Metrics provide a quarterly measure of specific indicators that measure the progression to the successful achievement of the Library's Strategic Plan.

The BSC has four components:

- Customer Perspective
- Internal Perspective
- Learning & Growth Perspective
- Financial Perspective.

Consistent with the Board's adopted governance model, the Customer Perspective and the Financial Perspective will be presented to the Board on a quarterly basis, along with analysis and report on future actions.

4th Quarter Report

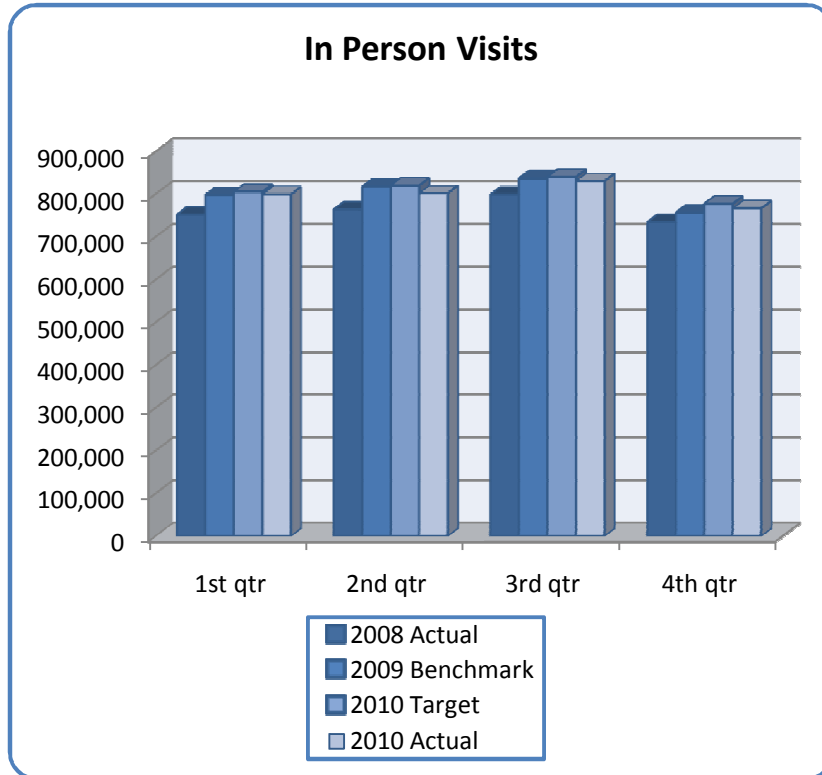
The 2010 Balanced Score Card Metrics Report – 4th Quarter is attached. The report presents overall 2010 targets as well as analysis of 4th quarter results.

Balanced Score Card Metrics - 2010

4th Quarter

PATRON PERSPECTIVE

We want to show that through strategic plan initiatives we have patrons who are very satisfied with services, use a wide scope for which we have organized ourselves effectively to provide. We can retain our user base and grow it. Because of high satisfaction they are supporters of the library through donations.



Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2010 Target	-1.39%	-1.38%
Over 2009 Benchmark	1.31%	-0.33%

Status: There were 766,206 visits to library locations during the 4th quarter of 2010. This was a 1.31% increase over the same quarter of 2009. The new Stoney Creek Branch opened on November 30. Attendance has been steadily increasing as patrons discover this beautiful new facility. Due to an extreme snow storm in December, we experienced some closures (Central closed several hours early on Monday December 6, while the entire system was closed on December 7 and 8). The annual number of In Person Visits was 3,197,297; this is down a slight -0.33% from 2009's attendance of 3,207,984. Library spaces have been well visited and used throughout the year.

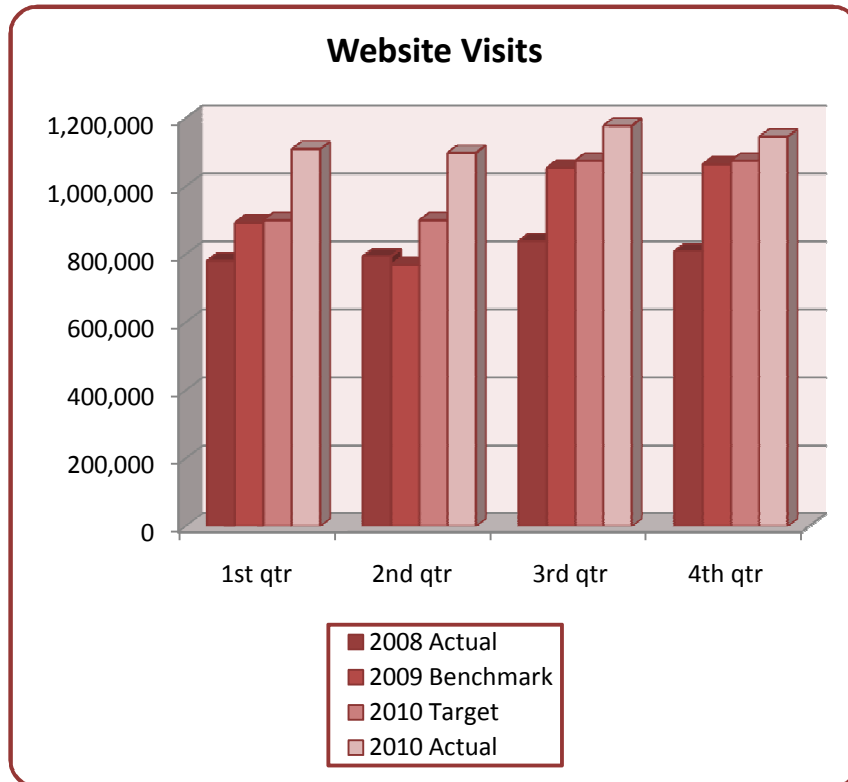
Action: It is anticipated that In Person Visits will rise in 2011 with the addition of the new full-service location, Stoney Creek.

Balanced Score Card Metrics - 2010

4th Quarter

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2010 Target	6.56%	14.72%
Over 2009 Benchmark	7.61%	19.85%

Status: Website visits continue to rise. This quarter saw a 7.61% increase of traffic to the website with 1,145,551 visitors, compared to 1,064,558 visitors in 2009. Overall, there were 19.85% more visits to the website this year than there were in 2009, with a total of 4,531,382 visits (2010). Many visitors are coming to the website to find, place holds on, and download e-books and e-audiobooks. The site is kept fresh and appealing and is user-friendly.

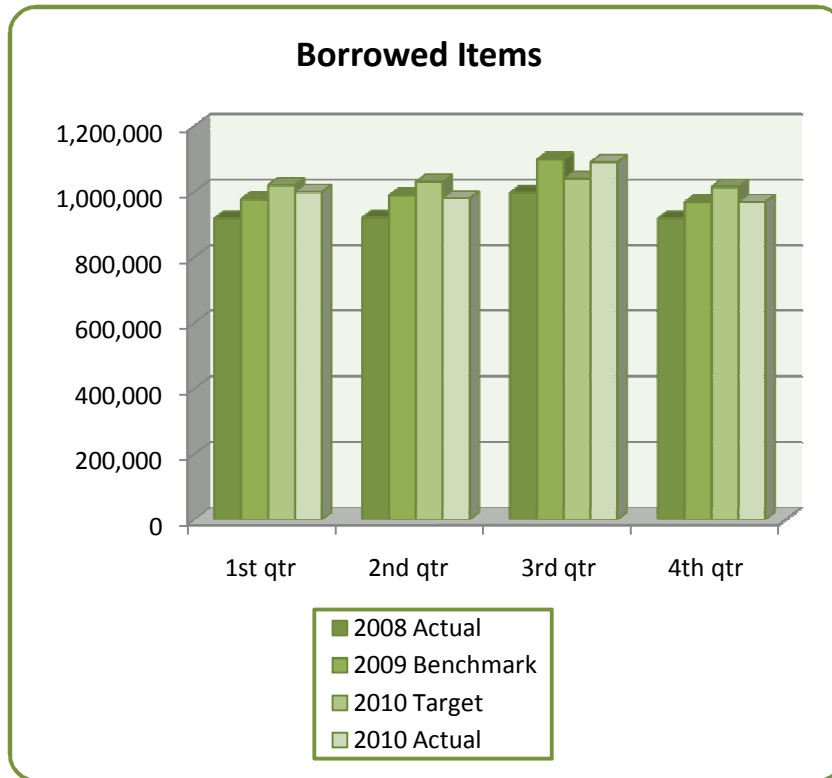
Action: The website team will continue to refine and enhance the LPL website. The launch of e-commerce (e.g. payments for fines, donation, program registration) in 2011 will result in additional traffic to the site. We also anticipate an increase in traffic to the website with the addition of the new Stoney Creek Branch as the wireless network will be available to community centre users during the library's operational hours.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2010 Target	-4.53%	-1.62%
Over 2009 Benchmark	0.05%	0.14%

Status: LPL broke its record for circulation of library material once again with 4,038,334 items circulated in 2010. This is an increase of .14% over 2009 when 4,032,752 times circulated. Circulation statistics for this quarter (968,987) remained almost unchanged from those of 2009 (968,474). The increases to circulation due to the new Stoney Creek Branch were counter-balanced by the negative effect of the system-wide closures in December. There continues to be a strong correlation between the numbers of In Person Visits and Borrowed Items.

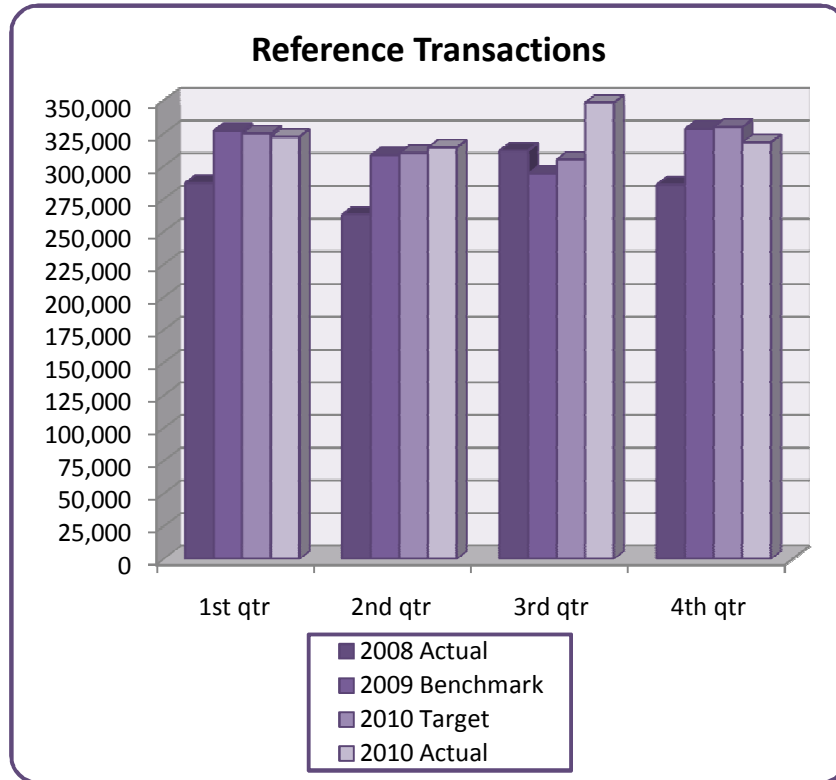
Action: Some of the changes resulting from the Lending Services Policy review undertaken in 2010 (e.g. overdue fines, card replacement costs) will reduce barriers to library card use for some patrons. It is hoped that there will be greater numbers using the library and increased borrowing as a result. With an increasing budgetary commitment to e-resources such as e-books, e-audiobooks and e-videos, circulation of these formats will be included in the overall circulation statistics as of January 2011.

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4th Quarter

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2010 Target	-3.54%	2.64%
Over 2009 Benchmark	-3.15%	3.58%

Status: During the 4th quarter, there were 318,318 reference queries, compared to 328,666 in 2009. While this was a drop of -3.15% for the quarter, this service indicator increased by 3.58% for the overall year, with a total of 1,303,575 queries, compared to 1,258,543 queries in 2009. Staff continue to provide this service in person, by telephone, by e-mail, and by continuing participation in the askON virtual reference service. Staff continue to take the service beyond our doors (physical and virtual) by actively participating in outreach opportunities in communities around the city. In anticipation of increases in the number of questions related to using electronic devices such as e-book readers, staff ran in-house training workshops on e-books and using OverDrive, a subscription database offering downloadable e-book for "loan".

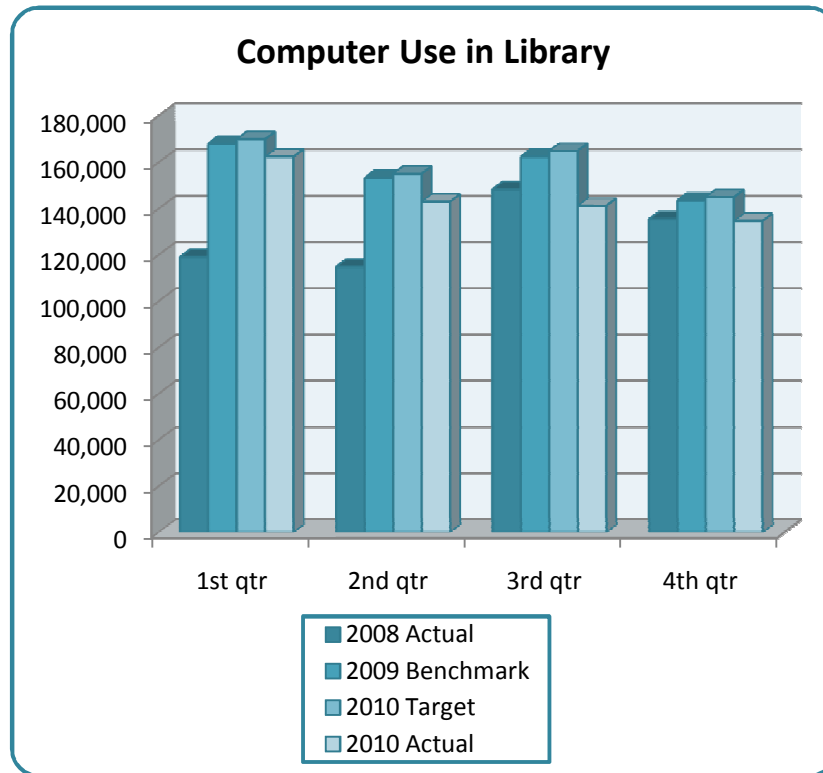
Action: Staff training will continue to focus on reference resources training and awareness, electronic resource promotion, and enhanced staff reference skills. Training in the uses of electronic devices will continue so that staff will be comfortable and knowledgeable in this area.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2010 Target	-7.20%	-8.47%
Over 2009 Benchmark	-6.23%	-7.35%

Status: Use of library computer workstations continues to decline. Usage this quarter dropped by -6.23%; LPL computers were used 134,557 times, compared to 143,494 times in 2009. This is similar to annual Computer Use in Library: there was a drop of -7.35% in 2010. Computers were used 581,226 times in 2010, compared to 627,303 times in 2009. Wireless use throughout the system is very popular. The wireless service was accessed 118,370 times in 2010.

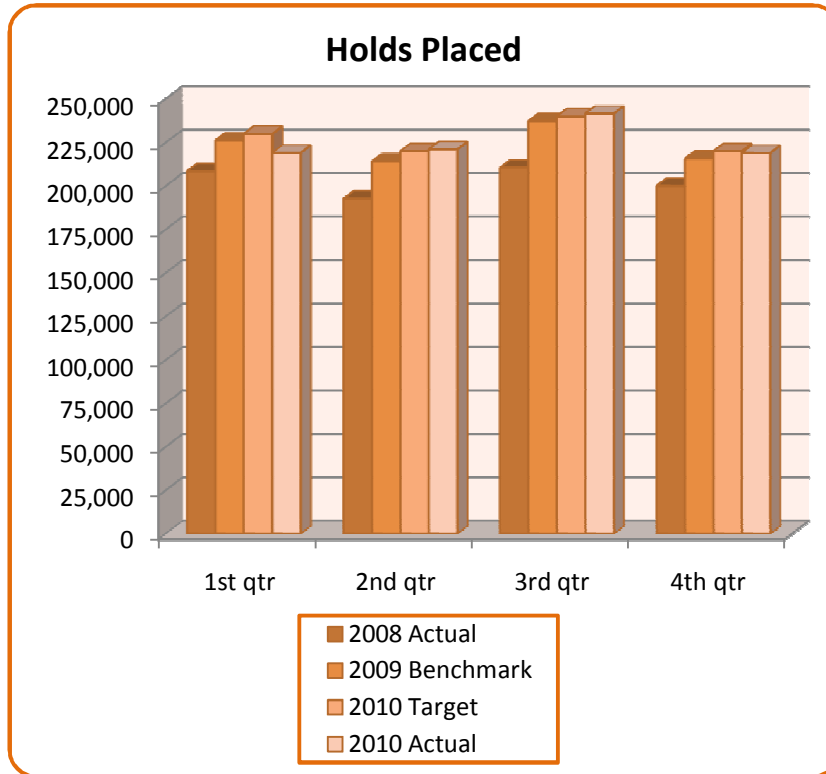
Action: Various software updates and additions are planned for computer workstations in 2011. In addition, enhancements will be made in all locations with regards to assistive technology. The Tech Solutions Team will continue to review, assess, and update public technology services during 2011, including the introduction of measures to minimize barriers to access experienced by some patrons.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2010 Target	-0.43%	-1.01%
Over 2009 Benchmark	1.54%	0.83%

Status: In 2010, 900,806 holds were placed on items in the LPL catalogue. This was a slight increase of .83% over holds placed in 2009 (893,433). During the 4th quarter, there was an increase in the number of holds placed, with 219,065 holds in 2010 compared to 215,752 holds in 2009. The holds service is greatly valued by patrons. With these increases in numbers of holds, it is increasingly challenging to allocate staff resources to process the items while providing front line customer service.

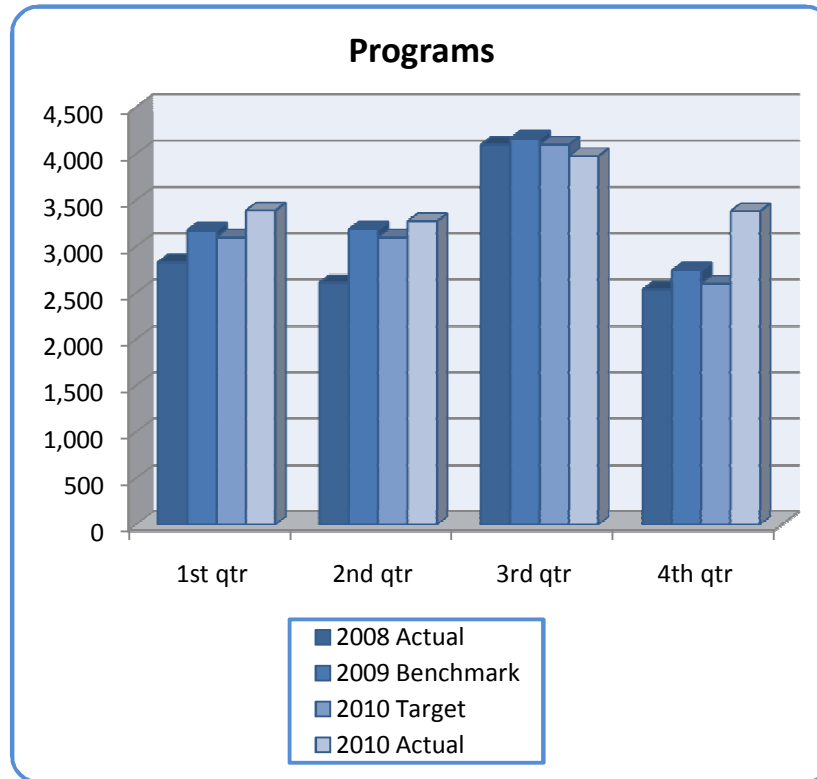
Action: Early in 2011, a staff team will embark on a Strategic Plan initiative to review and re-engineer processes and procedures related to the holds service. This will include a review of delivery routes and schedules. Another Strategic Plan initiative will undertake a feasibility study related to RFID and its potential for circulation function efficiencies (including holds processing).

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2010 Target	30.15%	8.74%
Over 2009 Benchmark	23.28%	5.67%

Status: The number of programs offered rose again during the final quarter of 2010. 3,384 programs were offered across the system, compared to 2,745 programs in the 4th quarter of 2009. Although this appears to be a substantial increase of 23.28%, it reflects a change in the way sessions for one-on-one programs are counted. Now all of the one-on-one mentoring program sessions and attendance are counted in a consistent manner. This change also has been reflected in an apparent increase of 5.67% in the number of programs offered throughout 2010. Over 14,028 programs were offered in 2010; 13,275 programs were offered in 2009. The Library continues to offer a wide variety of programs to meet diverse interests and needs.

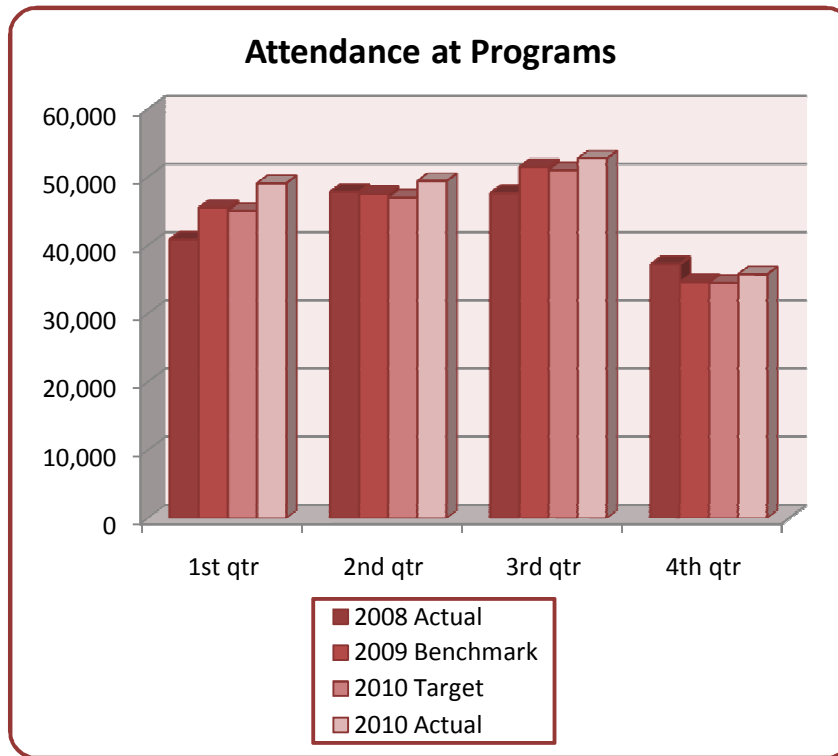
Action: A Programming Review will be undertaken by staff in 2012 as part of the Strategic Plan. During 2011, LPL will continue to seek partnerships to create and offer programs that align with core services and our strategic direction.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2010 Target	3.64%	5.36%
Over 2009 Benchmark	3.22%	4.35%

Status: Program attendance increased this quarter by 3.22%. 35,757 people attended programs throughout the system, compared to program attendance of 34,640 in 2009. Program attendance for the year was up by 4.35% with a total of 187,009 attendees.

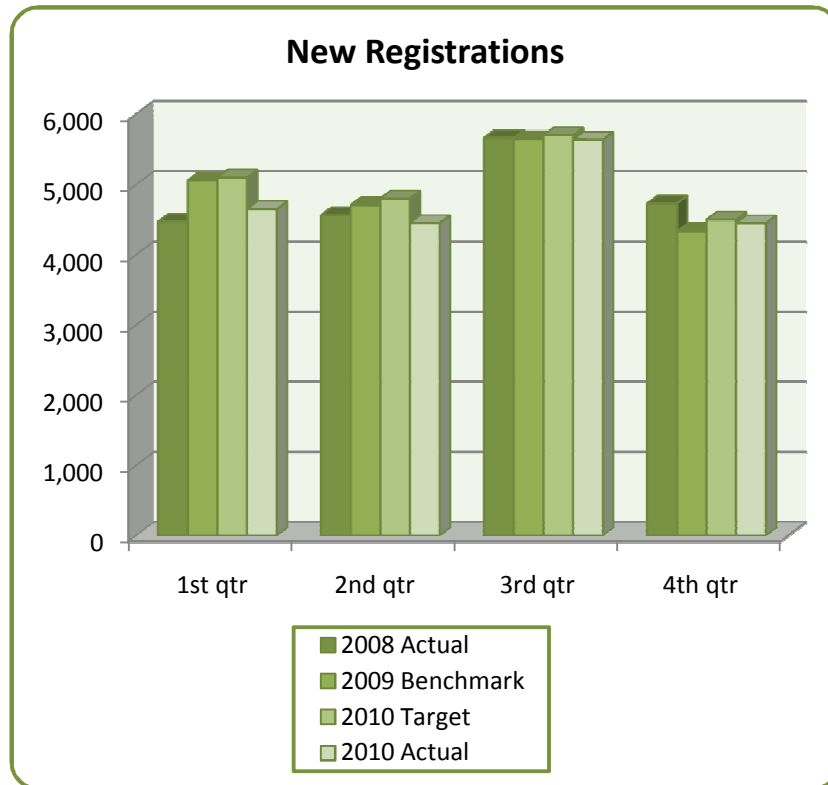
Action: It is anticipated that the attendance at programs will remain at current levels or increase slightly in 2011. There will be some increases reflected as a result of the program offerings held at Stoney Creek Branch.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2010 Target	-1.13%	-4.54%
Over 2009 Benchmark	2.65%	-2.83%

Status: The number of New Registrations increased by 2.65% during the 4th quarter of 2010. 4,449 new patrons received cards during this period. Although we witnessed an increase in the numbers of new cards issued during the final quarter, the annual New Registration numbers declined by -2.83%. During 2010, 19,187 new patrons were issued cards, compared to 19,746 new registrations in 2009.

Action: We anticipate modest increases to this indicator in 2011 as Stoney Creek gains momentum and attracts new users to the library. .