Today’s Presenters

Linda Hofschire
Director, Library Research Service, Colorado State Library

Rebecca Jones
Director, Branch & Neighborhood Services, Brampton Public Library

Chantal Stevens
Executive Director, Community Indicators Consortium
MEASURES THAT MATTER PART THREE: MOVING TOWARD MORE MEANINGFUL MEASURES
MEASURES THAT MATTER
### MEASURES THAT MATTER — WEBINAR SERIES

<table>
<thead>
<tr>
<th>Webinar 1</th>
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<tr>
<td>Measures that Matter – who, what, when, where, and why</td>
<td>Sampling, data types, and data management: how do these concepts impact the public library data landscape?</td>
<td>A conversation about meaningful measures – from perspectives within and outside of the library field</td>
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May – July
Raise awareness and get feedback about project, complete Data Landscape

Webinar 2
June 13

Webinar 3
July 26

September – December
Action plan development

Action plan written and project completed, but work continues!
December 31

Webinar 1
May 23

ALA Presentation
June 24

Data Summit
September 18-19
Measures that Matter: Moving Toward More Meaningful Measures

Chantal Stevens
Community Indicators Consortium
Community Indicators
Community Indicators

• Community

• Indicator
Community Indicators

Community and experts help identify what matters
Community Indicators
Community and experts help identify what matters
Community Indicators
Community and experts help identify what matters

<table>
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<td>Children and Youth</td>
<td>Infant Mortality Rate Deaths (per 1,000 Live Births)</td>
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<td>Community Engagement</td>
<td>Children with Elevated Blood Lead Levels Under Age 6</td>
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<td>Economy</td>
<td>Children in Poverty (percent)</td>
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<td>Education</td>
<td>Single-Parent Families (percent of total)</td>
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Daycare Options

After-school activities

Source: New York State Department of Health
## Community Indicators

### Measures that matter

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![Graph showing Low Birth Weight Babies](source: New York State Department of Health)
Community Indicators

Setting targets

**OUR GOAL FOR 2020 IS 9.6000000381469727 % OF INDIVIDUALS BELOW POVERTY IN PAST 12 MONTHS**

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*Source: US Census Bureau*
Community Indicators
Reporting to the Community

http://bniajfi.org/
Community Indicators
Reporting to the Community

https://sustainablecalgary.org/
Community Indicators
Reporting to the Community

Economy & Workforce
- Unemployment rate: 5.4% in 2015 (Increasing)
- Annual change in jobs: 2.3% between 2013 and 2014 (Increasing)
- GDP per capita: $44,597 in 2014 (Steady)
- Educational attainment: 25.8% of adults with a bachelor's or higher in 2010-14 (Increasing)

Education
- Grade 3 TCAP reading assessment: 43% of students passed in 2015 (Decreasing)

Transportation
- Average commute time: 23.3 minutes from home to work in 2010-14 (Steady)

Environment & Agriculture
- Healthy Air: 87% of days in 2015 with healthy air (Increasing)

Housing & Neighborhoods
- Homeownership rate: 68% of housing units owner-occupied in 2010-14 (Decreasing)

http://etindex.org/dashboard/region
Community Indicators
Reporting to the Community

TRANSPORTATION

VITAL SIGNS
CITIZEN SURVEY SAYS:

C+

LET'S CELEBRATE
- Cycling opportunities and expanding cycling infrastructure
- Good public transit service
- High level of walkability

ROOM FOR
IMPROVEMENT
- Investment in light rail/rapid transit
- Regional coordination of new transportation infrastructure
- Service and affordability of buses

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Left: Sarah Webb and Lindsay Taylor of the Active & Safe Routes to School project — a national movement dedicated to children's mobility, health and happiness.

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Regional Data

VEHICLE USE & COMMUTING

METHODS OF COMMUTING TO WORK OR SCHOOL, 2015/16

DO YOU KNOW?

Besides the obvious bicycle lanes on roadways, there are many features and services that are helping to make the Capital Region more cycle friendly. For example, there are currently more than 1,000 sidewalk bicycle parking opportunities in downtown Victoria, plus more than 100 spots within 5 city-owned parkades. And cyclists who use BC Transit to commute from outside the core can use bike lockers available at the McPherson Road Park & Ride near the Airport, at the Western Exchange Park and Ride in Colwood, or at the Langford Exchange on Station Avenue.

2015/16 Transit Use

51% OF TRANSIT RIDERS IN GREATER VICTORIA REPORTED RIDING TRANSIT BY CHOICE, UP FROM 46% IN 2014/15.

IN 2015/16, THE VICTORIA REGIONAL TRANSIT SYSTEM PROVIDED 809,000 SERVICE HOURS AND 25.8 MILLION PASSENGER TRIPS THROUGH ITS CONVENTIONAL TRANSIT SERVICE.

Victoria Regional Transit Commission

BC Transit

No matter where you are in Victoria, the familiar glimmer of BC Transit busses is always within view — and we wouldn't have it any other way! BC Transit's mission is to connect people and communities as they continue to work with customers and federal, provincial, and local partners to build a sustainable future.

Last year alone, well over 25 million trips were taken on BC Transit conventional busses in Victoria, while over 350,000 were taken with BC Transit handyDART. This means that Victorians, more than ever before, are choosing sustainable transportation options to explore the beautiful city we call home.

While proud of the past, our transit future is what's truly exciting. Through the Public Transit Infrastructure Fund (PTIF), the federal and provincial governments have secured $26 million for transit improvement projects in Victoria.

Over the next three years, the PTIF investment will fund the extension of bus lanes on Highway 1 from Tolmie Avenue to the McKenzie interchange, an upgraded handyDART maintenance and operations facility, and the installation of CCTV cameras and automated vehicle location technology on conventional vehicles in Victoria. This is designed to make the transit journey safer for operators and customers, as well as improve customer service.

BC Transit is proud to be part of this community, and honoured to be trusted to take Victorians where they need to be. Whether it is a punctual morning commute to school or work, or a leisurely weekend trip to the ferry terminal or the beach, BC Transit connects you to your community.

http://victoriafoundation.bc.ca/vital-signs/
Community Indicators

Community organizes to “move the needle”

http://www.strategicspartanburg.org/
Community Indicators
Library-related Community Indicators
Community Indicators

Library-related Community Indicators

### Public Library

#### Number of Persons with Library Cards per 1,000 Residents

Measures the total number of persons having a library card in an area.

**Definition:** The number of persons per 1,000 residents that possess a valid public library system card. This includes all library card types (first card, juvenile, young adult, adult).


#### Five Highest:
1. Cherry Hill
2. Oldtown/Middle East
3. The Waverlies
4. Patterson Park North & East
5. Harbor East/Little Italy

#### Five Lowest:
1. Morrell Park/Violetville
2. Cross-Country/Cheswolde
3. Dickeyville/Franklintown
4. Southeastern
5. Howard Park/West Arlington

Source: New York State Library
Community Indicators
Libraries & Literacy

**INVOLVED AND ENGAGED CITIZENRY**
- Voter Turnout
- Community Relations and Race
- Minority Leadership
- Voter Participation
- Philanthropy and Social Capital

**Infrastructure & Amenities**
- Households Within Walking Distance to Bus Stops
- Total Daily Bus Arrivals
- Total Nightly Bus Arrivals
- Households Within Walking Distance to Banks
- Households Within Walking Distance to Full Service Grocers
- Households Within Walking Distance to Pharmacies
- Working from Home
- Commuting to Work by Bicycle
- Commuting to Work by Foot
- Sidewalk-to-Roadway Ratio
Measures that Matter
The logic model
The logic model
The logic model

**Input Indicators**
- What resources do you offer, e.g., Budget $, # staff, # computers, # widgets

**Activity Indicators**
- What do you do: Services, training, classes, hours of operation, visits

**Output Indicators**
- Who do you reach and what do they do: # of clients, # of classes, partnerships

**Outcome Indicators**
- Changes that happened as a result of activities

**Impact Indicators**
- Big picture results
The logic model
Facilities Operations

Goal: our city is safe

We meet established service levels

Our buildings are safe, secure, healthy and well functioning

Our city’s infrastructure is safe

so that

Impact Indicators:
Percent of users who consider themselves safe when using city infrastructure

Outcome Indicators: Building condition rating

so that

Output Indicators:
% of buildings meeting specified Service Levels

so that

Activity Indicators:
Completion speed, labor time, and quality ratings on preventive and corrective maintenance

We provide custodial, maintenance, and repair services
Facilities Operations

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Completion speed, labor time, and quality ratings on preventive and corrective maintenance

We provide custodial, maintenance, and repair services

We meet established service levels

so that
We train inmates in work skills

# of classes taught

Inmates will have a marketable skill when they leave prison...

# of inmates certified in the skill

Inmates choose gainful employment over crime...

% of inmates finding a job after release

Intermediate Outcome

Impact

% of inmates who commit crimes after release

Communities are safer.

% of inmates who commit crimes after release

so that...

Immediate Outcome

so that...

so that...

so that...

Reducing crime and recidivism
Indicator Mapping
# Leading & Lagging Indicators

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<tr>
<th>Lead Measure (activity)</th>
<th>Lagging Indicators (results)</th>
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<td>An indicator that predicts future events and tend to change ahead of that event. Sometimes used as a predictor</td>
<td>An indicator that follows an event.</td>
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<td>Food desert</td>
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## Built Environment Indicator Maps

### Goal: Livable Neighborhoods and Communities

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### Goal: Responsible Land Use

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### Notes

- **Walkability Index**
  - Measures the ease and safety of walking for residents.
- **Percent of Income Spent on Housing AND Transportation Costs**
  - Indicates the financial burden on residents for housing and transportation.
- **Prevalence of Overweight & Obese Adults**
  - Reflects the health impact of living in a certain environment.
- **Vehicle Miles Traveled Adjusted for Fuel Efficiency and Fleet Mix**
  - A metric that considers the efficiency of transportation systems.
- **Average Commute Lengths**
  - Measures the average travel time for commuting.
- **Energy Consumption - by sector**
  - Shows the energy use across different sectors.
- **Freshwater Habitat Index**
  - Indicates the health of freshwater ecosystems.
- **Housing Affordability by City**
  - Reflects the affordability of housing within different cities.
- **Prevalence of Overweight & Obese Adults**
  - Demonstrates the prevalence of obesity within a community.
- **Transportation Choices by Mode**
  - Indicates the distribution of transportation modes used by residents.
Built Environment Indicator Maps

**Goal: Livable Neighborhoods and Communities**

**Why is This Happening?** : Upstream Indicators
- Acres of Urban Parks and Open Space
- Housing Affordability by City
- Investment in Alternative Transportation Facilities & Integrated Transportation Structure
- Neighborhood Involvement in Decision-Making
- Net Residential Density
- Tree Canopy

**What is Happening?** : Status Indicators
- Neighborhood Gathering Places
- Land Use Mix
- Walkability Index

**Why is It Important?** : Downstream Indicators
- Neighborhood Social Cohesion
- Perceived Neighborhood Safety
- Percent of Income Spent on Housing AND Transportation Costs
- Prevalence of Overweight & Obese Adults
- Vehicle Miles Traveled Adjusted for Fuel Efficiency and Fleet Mix

**Goal: Responsible Land Use**

**Why is This Happening?** : Upstream Indicators
- Land Use Mix
- Planned Density
- Ratio of Land Consumption to Population Growth
- Resource Land BMPs

**What is Happening?** : Status Indicators
- Acres in Forest and Farm Land
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**Why is It Important?** : Downstream Indicators
- Average Commute Lengths
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Indicators and Equity

It’s easy to lie with statistics; 
but it’s hard to tell the truth without them.

- Andrejs Dunkels
The truth vs. the whole truth

Grade 12 Student Performance by SES Group Language Arts Standards Test 2001/02

Pass/Fail rates of test writers

18 year olds who should have written

The Truth

The Whole Truth
What data disaggregation tells us
What data disaggregation tells us

RACE AND PLACE MATTER IN KING COUNTY.

RACE AND PLACE PREDICT WHETHER PEOPLE HAVE THE OPPORTUNITY TO THRIVE.

QUALITY OF LIFE INDICATORS

COMMUNITIES OF COLOR

PEOPLE OF COLOR GENERALLY DO NOT EXPERIENCE THE SAME QUALITY OF LIFE AS WHITE RESIDENTS.
What data disaggregation tells us

**Unemployment Rates**
- 15% Roxbury / Mattapan
- 9% Boston
- 5% Back Bay / Beacon Hill

**Homicide Rates**
- 15 to 19 year olds: 56 per 100,000
- African-Americans: 40 / 100,000
- Boston: 17 / 100,000

**CHILD POVERTY**
City-wide roughly 20% of Boston's children live in families in poverty, but the rate jumps as high as 40% or more in neighborhoods of Roxbury, Dorchester, Mattapan, and in small islands throughout all of the city's neighborhoods—the result of where we decided to build subsidized affordable housing.

**EDUCATIONAL ATTAINMENT**
Though we pride ourselves on having one of the most educated populations in the world, we see the two-tiered knowledge economy taking shape – in the light gray areas fewer than 20% of adults have a bachelor's degree or higher.
Measures that Matter
The gross national product includes air pollution and advertising for cigarettes, and ambulances to clear our highways of carnage. It counts special locks for our doors, and jails for the people who break them.

The gross national product includes the destruction of the redwoods and the death of Lake Superior. It grows with the production of napalm and missiles with nuclear warheads....

And if the gross national product includes all this, there is much that it does not comprehend. It does not allow for the health of our families, the quality of their education, or the joy of their play. It is indifferent to the decency of our factories and the safety of streets alike. It does not include the beauty of our poetry or the strength of our marriages, the intelligence of our public debate or the integrity of our public officials....

The gross national product measures neither our wit nor our courage, neither our wisdom nor our learning, neither our compassion nor our devotion to country. It measures everything, in short, except that which makes life worthwhile; and it can tell us everything about America -- except whether we are proud to be Americans.

-- Robert F. Kennedy
Thank you!

Chantal Stevens
Community Indicators Consortium

www.communityindicators.net
Measures that Matter
@ Brampton Library

Rebecca Jones
Director of Branches & Neighbourhood Services
• 9\textsuperscript{th} largest in Canada: 600,000
• 51\% not born in North America
• Growing @ 5\% each year
• Incredibly young; median 34.7 years
• 6 Library Branches
What matters?
What matters?

Cost?
Does it move our agenda forward?
Is it important to residents/voters?

Is it worth my time?
WIIFT?
For my child?
For our life?

Are customers happy?
Are our jobs secure?
Am I valued?
What’s driving decisions?
What matters?

- Cost?
- Does it move our agenda forward?
- Is it important to residents/voters?

- Is it worth my time?
- WIIFT?
- For my child?
- For our life?

- Are customers happy?
- Are our jobs secure?
- Am I valued?
- What’s driving decisions?
So, what matters?

Operational, Program & Service Decisions

- Usage: 5700 people come to the branches each week;
  - >85% are seeking information or borrowing products;
  - >85% are extremely or very happy with our information & lending services;
- Satisfaction: >85% of those participating in our programs feel more knowledgeable about, confident & able to apply what they’ve learned.
- Outcome:

---

Diagram:
- Usage
- Satisfaction
- Outcome

---
Our approach
Take one small step @ a time:

Step 1
Build staff understanding

(Presented what follows to Library Teams & the Board)
Outcomes say how
Shift

The emphasis from transactional to interaction & engagement

The attention from physical to digital

The language from Library to Residents or Community
Transition language about processes to language about resident outcomes

**From**
- Circulate
- Reference
- Gate Counts
- Active Cardholders
- Customers
- Numbers & satisfaction

**To**
- Borrow
- Advise & Interact
- People Welcomed
- Member Engagement
- Members
- Outcomes
Customer who benefits from outcome
Stakeholders for whom outcomes matter, and who experience the impact
WIIFU?

Data-driven decisions we all see

Staffing roles, competencies, allocation
<table>
<thead>
<tr>
<th>Step 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 2</td>
</tr>
</tbody>
</table>

Our approach

Take one small step @ a time:

Engage staff in measures about their daily work
<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>People we welcomed</td>
<td>76731</td>
<td>68849</td>
<td>11.45%</td>
<td>143161</td>
<td>447606</td>
<td>518988</td>
<td>-13.75%</td>
<td>894000</td>
</tr>
<tr>
<td>New customers we welcomed</td>
<td>684</td>
<td>763</td>
<td>-10.35%</td>
<td>1,468</td>
<td>5,920</td>
<td>7,158</td>
<td>-17.30%</td>
<td>11,603</td>
</tr>
<tr>
<td>Customers' cards we updated</td>
<td>4,437</td>
<td>3,509</td>
<td>26.45%</td>
<td>9,548</td>
<td>32,524</td>
<td>40,503</td>
<td>-19.70%</td>
<td>68,930</td>
</tr>
<tr>
<td>HOLDS Processed</td>
<td>8,181</td>
<td>9,055</td>
<td>-9.65%</td>
<td>16,118</td>
<td>72,544</td>
<td>81,292</td>
<td>-10.76%</td>
<td>147,575</td>
</tr>
<tr>
<td>HOLDS Shipped</td>
<td>7,389</td>
<td>7,197</td>
<td>2.67%</td>
<td>14,809</td>
<td>70,509</td>
<td>79,665</td>
<td>-11.49%</td>
<td>143,752</td>
</tr>
<tr>
<td>Items Borrowed: Print /AV/Other</td>
<td>117,497</td>
<td>120,380</td>
<td>-2.39%</td>
<td>237,710</td>
<td>853,541</td>
<td>1,002,220</td>
<td>-14.83%</td>
<td>1,735,200</td>
</tr>
<tr>
<td>Digital books &amp; AV</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>126,810</td>
<td>91,017</td>
<td>39.33%</td>
<td>251,955</td>
</tr>
<tr>
<td>Total product borrowed</td>
<td>117,497</td>
<td>120,380</td>
<td>-2.39%</td>
<td>237,710</td>
<td>980,351</td>
<td>1,093,237</td>
<td>-10.33%</td>
<td>1,987,155</td>
</tr>
<tr>
<td>Items Returned:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Print /AV/Other</td>
<td>55515</td>
<td>53170</td>
<td>4.41%</td>
<td>111,098</td>
<td>392139</td>
<td>448701</td>
<td>-12.61%</td>
<td>785430</td>
</tr>
<tr>
<td>TECHNOLOGY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC Reservation</td>
<td>2390</td>
<td>1135</td>
<td>110.57%</td>
<td>2593</td>
<td>21,733</td>
<td>16,233</td>
<td>33.88%</td>
<td>45,133</td>
</tr>
<tr>
<td>Express Stations</td>
<td>6426</td>
<td>4338</td>
<td>48.13%</td>
<td>12064</td>
<td>27,871</td>
<td>32,930</td>
<td>-15.36%</td>
<td>51,896</td>
</tr>
<tr>
<td>Total Computer Usage</td>
<td>8816</td>
<td>5473</td>
<td>61.08%</td>
<td>17,357</td>
<td>61,504</td>
<td>71,647</td>
<td>-14.16%</td>
<td>123,467</td>
</tr>
<tr>
<td>Outreach programs we did</td>
<td>6</td>
<td>1</td>
<td>500.00%</td>
<td>6</td>
<td>94</td>
<td>107</td>
<td>-12.15%</td>
<td>255</td>
</tr>
<tr>
<td>Branch programs we held</td>
<td>144</td>
<td>93</td>
<td>54.84%</td>
<td>265</td>
<td>996</td>
<td>947</td>
<td>5.17%</td>
<td>3709</td>
</tr>
<tr>
<td>Total programs for people</td>
<td>150</td>
<td>94</td>
<td>59.57%</td>
<td>271</td>
<td>1090</td>
<td>1054</td>
<td>3.42%</td>
<td>3964</td>
</tr>
<tr>
<td>People @ outreachs</td>
<td>585</td>
<td>50</td>
<td>1070.00%</td>
<td>585</td>
<td>11098</td>
<td>12736</td>
<td>-12.86%</td>
<td>25159</td>
</tr>
<tr>
<td>People @ branch programs</td>
<td>2649</td>
<td>2683</td>
<td>-1.27%</td>
<td>5517</td>
<td>19710</td>
<td>23,205</td>
<td>-15.06%</td>
<td>85809</td>
</tr>
<tr>
<td>Total people @ programs</td>
<td>3234</td>
<td>2733</td>
<td>18.33%</td>
<td>6102</td>
<td>30808</td>
<td>35941</td>
<td>-14.28%</td>
<td>110968</td>
</tr>
</tbody>
</table>
Our approach

Take one small step @ a time:

Involve staff in redesigning core programs around outcomes
As a result of participating in Family Story Time:

<table>
<thead>
<tr>
<th>&gt;80%</th>
<th>&gt;90%</th>
<th>&gt;85%</th>
<th>&gt;85%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feel more confident to help their children learn</td>
<td>Will spend more time interacting with their children – reading, talking &amp; singing</td>
<td>Have a better understanding of how reading &amp; talking with my child will positively impact his/her abilities in school</td>
<td>Will recommend the program to family or friends</td>
</tr>
</tbody>
</table>
As a result of participating in Maker Programs:

<table>
<thead>
<tr>
<th>&gt;90%</th>
<th>&gt;80%</th>
<th>&gt;80%</th>
<th>&gt;90%</th>
</tr>
</thead>
<tbody>
<tr>
<td>My child feels more knowledgeable about engineering &amp; science</td>
<td>My child learned something new that is useful</td>
<td>My child intends to apply what they’ve just learned</td>
<td>Will recommend the program to family or friends</td>
</tr>
</tbody>
</table>
As a result of participating in the Summer Reading Program:

84% say their child maintained or increased their reading skills.
81% say their child is a more confident reader
Our approach
Take one small step @ a time:

Bring it together, simply
Progress to date:

- Gathering the **WHAT**
- Asking **SO WHAT**
- Readying to decide **NOW WHAT**

We have been:

1. Contributing to Project Outcomes
2. Implementing Outcome Measures for select Programs
3. Conducting & Analyzing Customer Satisfaction Surveys
4. Surfacing & Analyzing Activity Levels with All Staff

Most importantly, we have been readying all staff in understanding, debating, & using the findings to make decisions.
January – June 2017

People Use the Library to:
- Borrow 60%
- Find answers 30%
- Study 26%
- Programs 20%
- Web/Wifi 20%

Programs
- 8% more delivered to 44% more participants

Customers
- >90% rate Services & Staff good - great
- >75% would recommend us

Physical Items -16%
Digital Items +53%

+10,000 kids @ STEM programs
>90% feel more knowledgeable, confident & ready to apply what they learned
January – June 2017

Physical Items -16%
Digital Items +53%

People Use the Library to:

- Borrow 60%
- Find answers 30%
- Study 26%
- Programs 20%
- Web/Wifi 20%

I have been using the library for the past seven months from the time I came to Brampton. It has been a heaven, a home away from home, and also a companion! This place has opened my eyes to so many things, especially elearning and also to keep up to what’s happening around the world today.

8% more delivered to 44% more participants

Customers

>90% rate Services & Staff good - great

>75% would recommend us

>10,000 kids @ STEM programs

>90% feel more knowledgeable, confident & ready to apply what they learned
Brampton Library

a typical day
every day, 7 days a week

6 locations

9,600 website visitors

670 questions addressed

5,740 people thru our doors

935 computers used

2,080 WiFi log-ons

12,500 digital & physical items borrowed

1 in 4 Bramptonians are active members

317 people @ programs and events
inspiring connections

65 Queen Street East, Brampton, ON  L6W 2A8
905.793.4636
bramptonlibrary.ca
QUESTIONS?
LEARNER GUIDE

Measures that Matter Part Three: Moving Toward More Meaningful Measures
http://www.webjunction.org/events/webjunction/measures-that-matter-3.html

Event Description: Circulation, visits, program attendance, many measures commonly collected by public librarians. But if measures tell the most meaningful stories of today’s libraries, we discussed the current state of the public library data. What do they mean? This webinar is the third in a three-part series about the Institute of Museum and Library Services’ Measures that Matter initiative. This webinar will look at the future, considering what data collection efforts will look like at the national level and how they impact what we know about libraries and their patrons. In this third webinar, we will look toward the future, considering what data can public officials collect to demonstrate their impact. To do this, we will hear from speakers both within and outside of the library field who will provide multiple perspectives on meaningful measures.

Presented by: Chantel Stevens, Rebecca Jørgen and Linda Hofs"
THANK YOU!

➢ Questions? Feedback? Please contact info@cosla.org or Tim Cherubini, COSLA Executive Director, at tcherubini@cosla.org

➢ Follow Measures that Matter on Twitter: @libmeasuresmtr

➢ Sign up for the email distribution list at https://www.surveymonkey.com/r/MtMEmailList