



Demonstrating Value and Impact: Program Outcomes and Evaluation, Toronto Public Library's Journey

Ontario Library Association Super Conference

January 29, 2016, 10:30 a.m.

Metro Toronto Convention Centre, ICTC Ballroom A



Goals of the Session

- To share our journey in developing program outcomes
- To provide example of a logic model and program development outcomes and evaluation
- To describe how outcomes will be developed for our new strategic plan
- To share resources we have used and learn from your experience

Program Outcomes and Evaluation

Introduction

Program evaluation is the systematic collection and **analysis of information** about program activities, characteristics, and **outcomes** to make judgements about the program, improve program effectiveness and/or inform decisions about future programming.

Patton, M.Q. (2008). *Utilization-focused Evaluation (4th Edition)*. Thousand Oaks, CA: Sage Publications.

Program Outcomes and Evaluation

Introduction

An Outcome is a clear statement of the targeted change

An indicator is a measurement of the outcome

Patton, M.Q. (2014). *Evaluation Flash Cards: Embedding Evaluative Thinking in Organizational Culture*. St. Paul, MN: Otto Bremer Foundation, Ottobremer.org.

Program Outcomes and Evaluation

Utilization

Outcome-based approach to program and service planning addresses the need for:

- Accountability
- Efficiency
- Standards and quality
- Continuous monitoring and improvement

Program Outcomes and Evaluation

Utilization

Clear and Measurable Outcomes:

- Are required by government and private funders
- Help to ensure relevance and responsiveness of programs and services
- Promote shared understanding among stakeholders
- Demonstrate the value and impact of programs and services

Program Outcome and Evaluation

Context

Clear and Measurable Outcomes:

Align with Ontario and City of Toronto strategic priorities, for example:

- Ontario Poverty Reduction Strategy
- Stepping Up, A Strategic Framework to Help Ontario's Youth Succeed
- City of Toronto
 - Youth Equity Strategy
 - Poverty Reduction Strategy
 - Toronto Strong Neighbourhoods Strategy 2020

Partnership approach to social change aligns with Collective Impact model's five conditions of collective success:

- Common agenda
- Shared Measurement Systems
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support Organization
- Funding

["Collective Impact | Stanford Social Innovation Review".
http://ssir.org/articles/entry/collective_impact](http://ssir.org/articles/entry/collective_impact)

Principles and Approach

- To provide “*a comprehensive and efficient public library service that reflects the community’s unique needs*” (*Public Libraries Act, R.S.O. 1990*)
- Leverage ongoing and emerging work in the public library and non-profit sector
- Link to TPL’s strategic plans
- New roles for professional librarians
- Learn by doing
- Theoretical and pragmatic

Toronto Public Library's Journey



Started in fall 2012

Aligned with TPL's Strategic Plan 2012-2015

- Priority 4: Deliver Excellent Library Service to Torontonians Efficiently and Effectively
 - Goal 15: Adopt accepted benchmarks, targets and performance measures to support continuous improvements to service excellence and operational efficiency

Program Evaluation Initiative

Goals

- To apply evidence-based and cost-effective practices consistently in program and service delivery
- To make evaluation an integral part of program and service planning, implementation and delivery
- To build capacity within TPL staff to engage in program evaluation
- To share experiences with libraries across the province

Program Evaluation Initiative

Challenges

- Cultural shift for staff and public
- No existing standard set of library outcomes e.g. EQAO
- Broad service mandate
- Limited ongoing relationships with customers

Program Evaluation Initiative

Approach

- To raise awareness and understanding of program evaluation through staff training workshops
- To provide opportunities for staff to gain practical knowledge and skills through active participation in TPL case studies
- To engage key stakeholders in selecting potential TPL programs for case studies
- To engage staff champions at the system and branch levels in program evaluation

Program Evaluation Initiative

Staff Training & Development

Engaged external experts to develop training courses and materials

- York University Program Evaluation Unit
- Independent evaluation consultants
- Courses offered by the Canadian Evaluation Society

Program Evaluation Initiative

Staff Training & Development

Core courses:

- Overview workshop
- Introduction to Program Evaluation
- Program Logic Model
- Survey Design & Analysis
- Qualitative Methods in Program Evaluation

Program Evaluation Initiative

Pilot Case Studies

Approach:

- Guided by external experts
- Learn by doing
- Staff team included program managers, program administrators, program staff and Planning Department staff

Program Evaluation Initiative

Pilot case Studies

Leading To Reading Program

High School Outreach Program

Through a series of workshops and workgroup sessions, project team:

- Developed
 - A Program Logic Model
 - An evaluation framework
 - A toolkit
- Implemented the evaluation plan
- Shared findings and lessons learned

Program Evaluation Initiative

Large Scale Projects

Projects in partnership with external consultants:

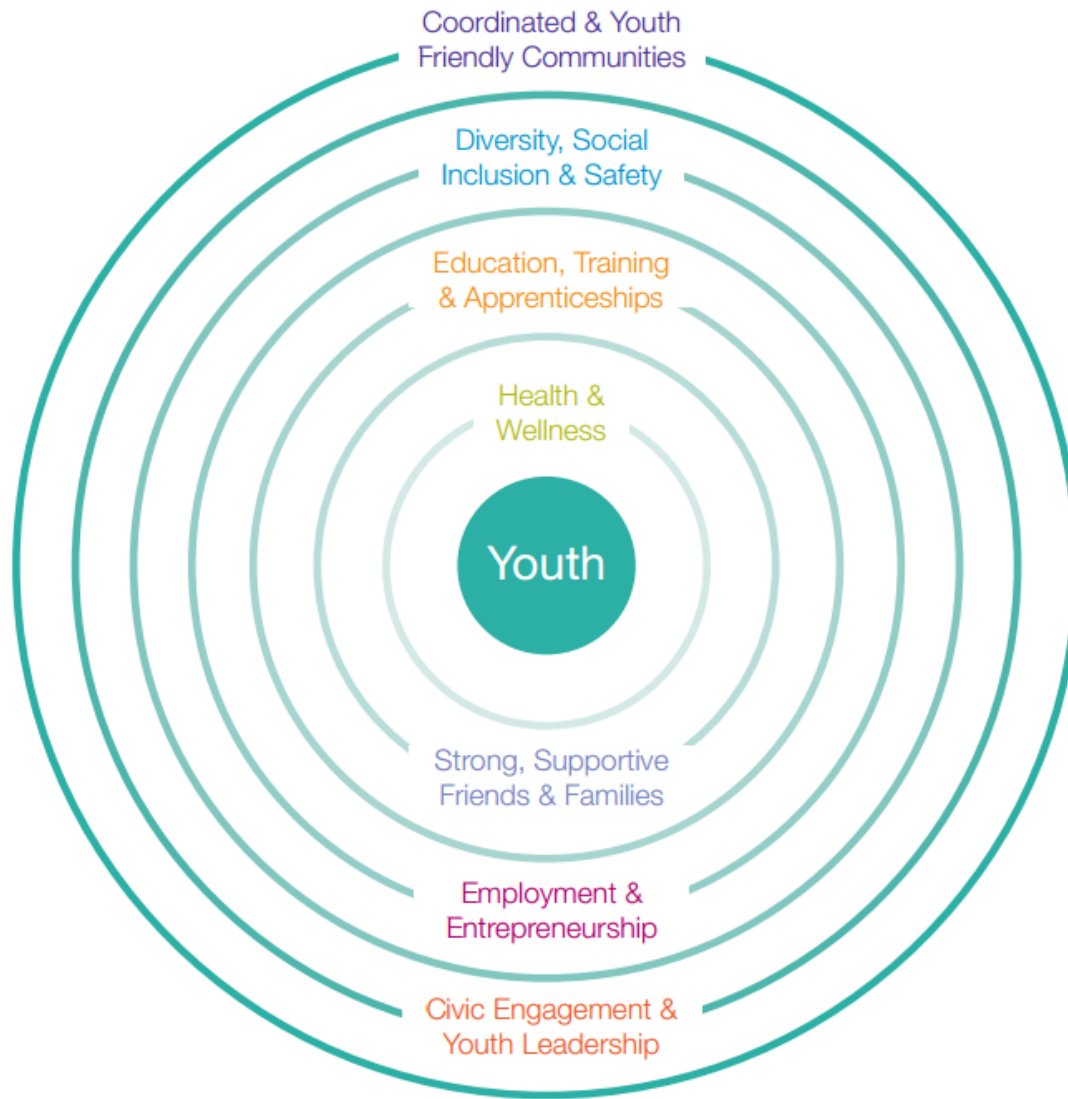
- So Much More: The Economic Impact of the Toronto Public Library on the City of Toronto
http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2013/dec09/10_1.pdf
- Toronto Public Library Settlement Partnerships Program (LSP) Evaluation

A review of the Goals of the Program Evaluation Initiative:

- To apply evidence-based and cost-effective practices consistently in program and service delivery
- To make evaluation an integral part of program and service planning, implementation and delivery
- To build capacity within TPL staff to engage in program evaluation
- To share experiences with libraries across the province

Library Youth Hubs

- Program design informed by researching needs and best practices
- Applied outcome-based evaluation practices from the program planning stage
- Developed a logic model to clarify the program goals and expected outcomes so that there is shared understanding among stakeholders
- Designed an evaluation plan and an evaluation framework when developing the program implementation plan



Stepping Up: A Strategic Framework to Help Ontario's Youth Succeed

Priority Outcomes:

- 5: Ontario youth have at least one consistent, caring adult in their lives
- 7: Ontario youth achieve academic success
- 13: Ontario youth experience social inclusion and value diversity
- 19: Ontario youth have access to safe spaces that provide quality opportunities for play and recreation
- 20: Ontario youth know about and easily navigate resources in their communities

Theory of change:

Participation in supervised, constructive activities during after-school hours contributes to improvements in a youth's social competence and school engagement, which will lead to better education and career outcomes.

Outcome Projects

Funding and Context

Library Youth Hubs support **Toronto's Poverty Reduction Strategy** and **Youth Equity Strategy** by providing high quality, out-of-school time program for youth.

The Hubs contribute to **City of Toronto's Strong Neighbourhoods Strategy 2020** equity domains of *economic development, social development and physical surroundings* by providing:

- Homework help
- Technology support
- Nutritional support
- Mentors and a welcoming space to youth

Program Description

Library Youth Hubs provide youth ages 13-19 with quality after-school homework help in math, science, English, French, and other subjects. Youth also have access to enriching complementary programs that help to develop social and leadership skills. Access to safe space, technology, volunteer tutors and curriculum resources contributes to positive outcomes for youth.

Program Goals and Outcomes

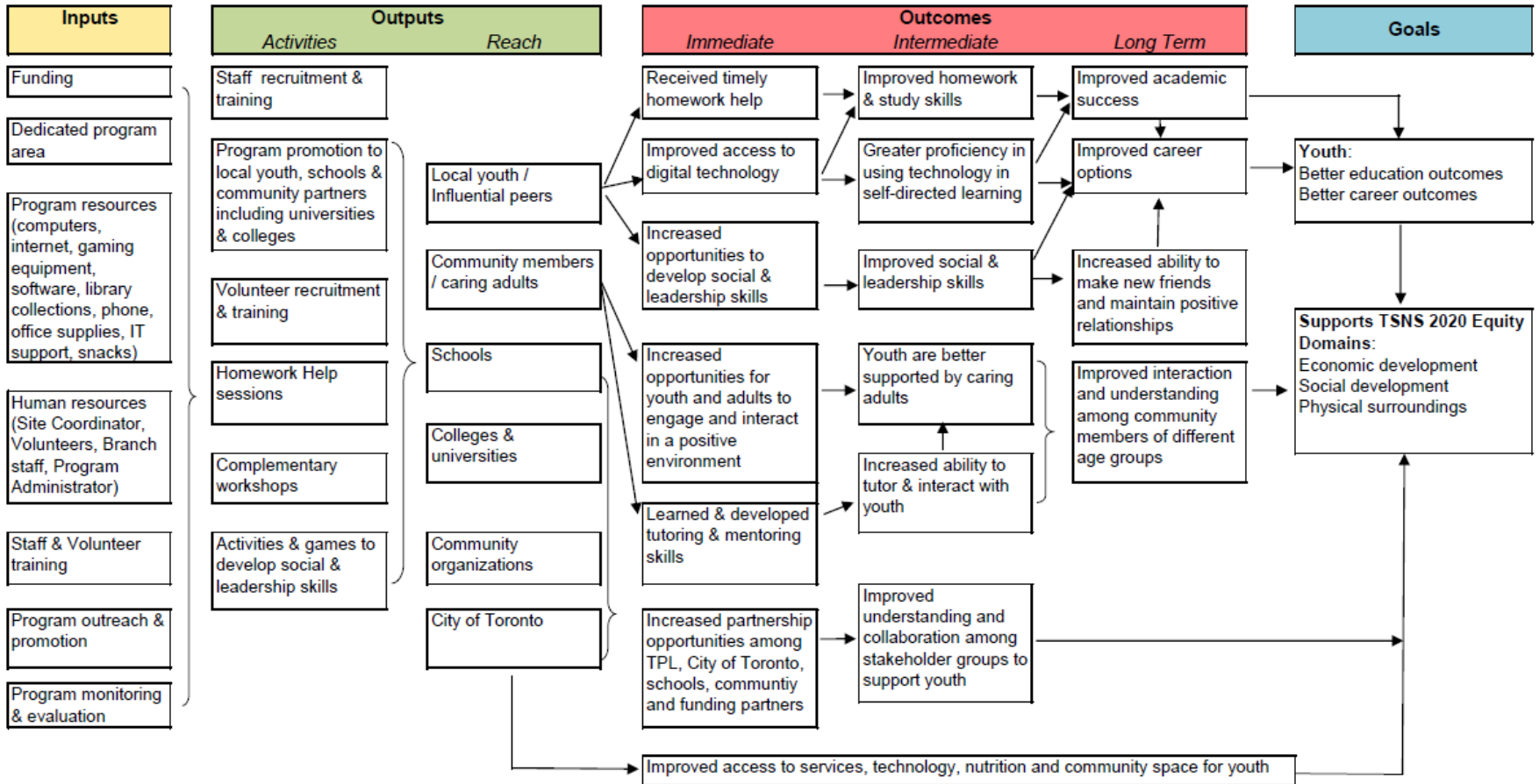
Using a Program Logic Model to clearly demonstrate the relationships between:

- Resources needed
- Core program activities
- Expected outcomes for key stakeholders: youth, caring adults and volunteers
- Outcomes aligned with program goals

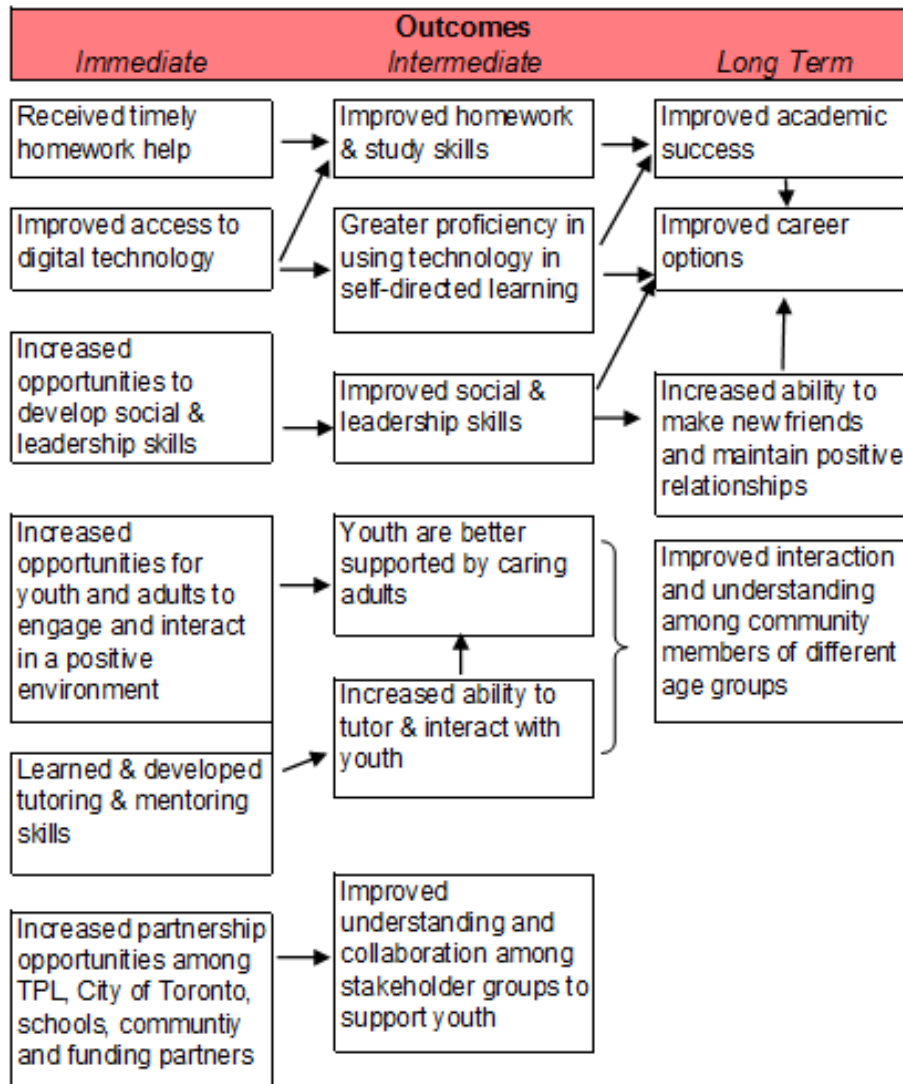
Program Logic Model: Library Youth Hubs

Theory of Change : Participation in supervised, constructive activities during after-school hours contributes to improvements in a youth's social competence and school engagement, which will lead to better education and career outcomes.

Context : Library Youth Hubs contribute to City of Toronto's Strong Neighbourhoods Strategy 2020 (TSNS2020) equity domains of economic development, social development and physical surroundings by providing homework help, technology and nutritional support, mentors and a welcoming space to youth in neighbourhood improvement areas. The Hubs further support the City's poverty reduction initiatives by addressing the following needs: access to services, access to technology, access to nutrition.



Library Youth Hubs



Participated in external outcome projects for libraries:

- Impact Survey: Advancing Libraries Through Community Insights. University of Washington Information School, with funding from the Bill & Melinda Gates Foundation.

<https://impactsurvey.org/>

- Edge Initiative. Urban Libraries Council (ULC), with funding from the Bill & Melinda Gates Foundation.

<http://www.libraryedge.org/>

Strategic Plan 2016-2019. Outcome

Expanding **Access**, Increasing **Opportunity**, Building **Connections**

2016-2019

Toronto Public Library empowers Torontonians to thrive in the digital age and global knowledge economy.

With **expanded access to technology, lifelong learning, and diverse cultural and leisure experiences**,

Torontonians have **increased opportunities for growth and success, and stronger connections.**

Partnerships and private sector funding will be key to the success of this plan.

Understanding Customers' Needs

Public Consultation

More than 2,200 Toronto residents participated in the consultation process, sharing ideas about the future of library service in branches, online and in the community.

Consultation process:

- Focus groups – Targeted user groups, Toronto residents, Library staff
- Stakeholder Roundtables – Community partners
- “Tell Us What You Think” survey for use at community events
- Strategic Plan Consultation Website

Understanding Customers' Needs

Toronto Public Library Survey of Toronto Residents 2015

- To gather demographic and market data about the Library's users and non-users
- To measure awareness of, and attitudes toward, Library services by users, infrequent users, and non-users
- To determine the percentage of Torontonians who use the Library through any channel
- To assess users' satisfaction with Library services
- To increase the understanding of users' and non-users' perception of the Library brand and preferences for Library services in the future

Toronto Public Library Survey of Toronto Residents 2015

- Forum Research Inc. was hired through a Request for Proposal process
- Mixed method methodology, consisting of telephone interviews and online surveys
- Three similar public surveys were conducted in 2001, 2006 and 2012

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/dec14/10b-results-of-survey-of-torontonians-presentation.pdf>

Expanding **Access**, Increasing **Opportunity**, Building **Connections**

2016-2019

The Priorities

1. Advancing Our Digital Platforms
2. Breaking Down Barriers to Access, Driving Inclusion
3. Expanding Access to Technology and Training
4. Establishing TPL as Toronto's Centre for Continuous and Self-Directed Learning
5. Creating Community Connections through Cultural Experiences
6. Transforming for 21st Century Service Excellence

Strategic Plan 2016-2019. Outcome

Expanding **Access**, Increasing **Opportunity**, Building **Connections** 2016-2019

The Overarching Measure of Success:

Increased engagement with the Library by four key audiences:

- **Users**
- **Advocates**
- **Partners**
- **Funders**

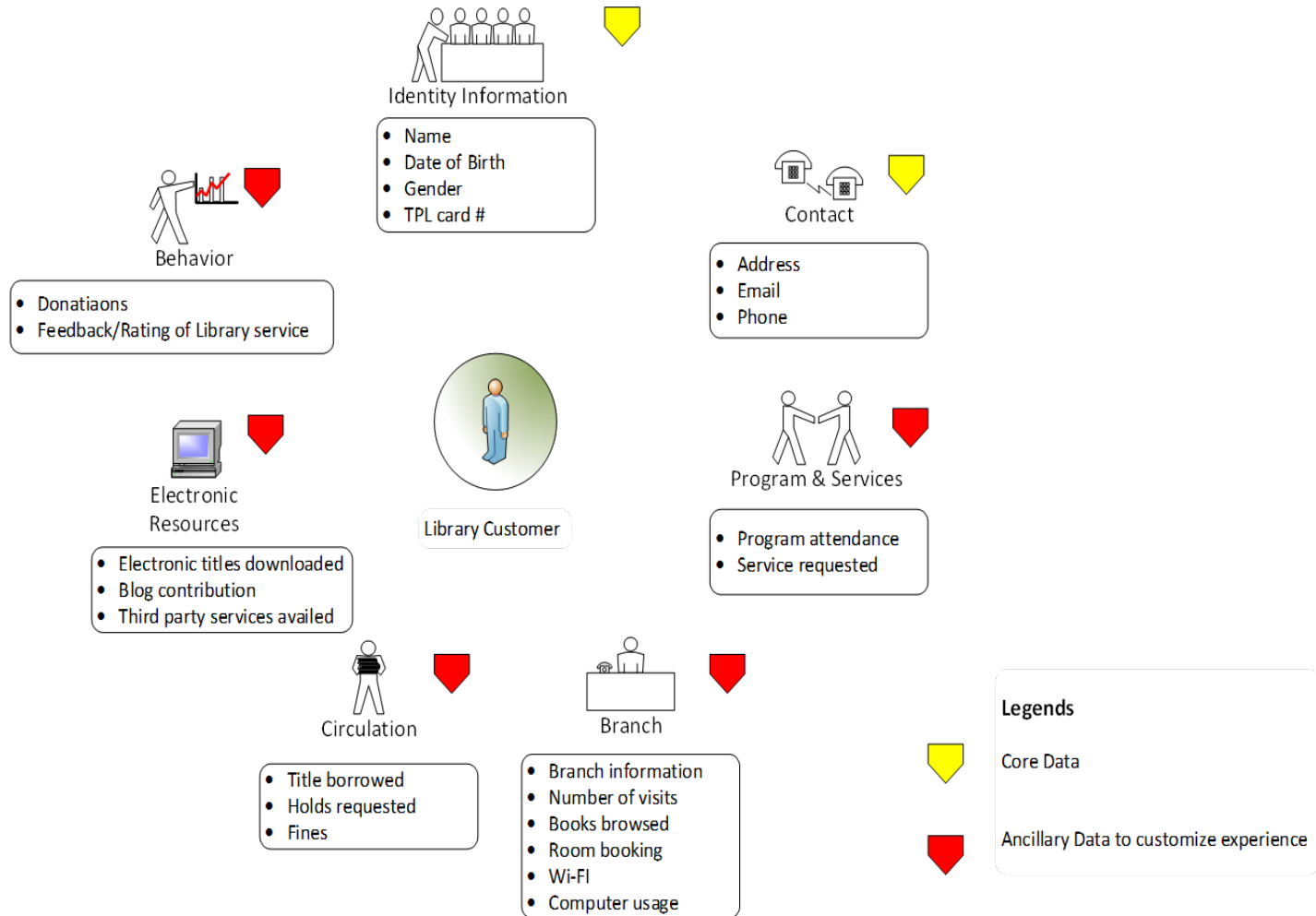
360 View of the Customers

Business Intelligence

Business Intelligence and Customer Engagement

- Traditional performance measures do not reflect broad range of library uses
- Increased understanding of our customers to provide customized service options and respond to their needs
- Providing services where, when and how our customers want them
- Demonstrating engagement and equity of access by demographic groups and neighbourhoods

360° View of Customer



Expanding **Access**, Increasing **Opportunity**, Building **Connections**

2016-2019

Supporting outcome-based approach for three
priority areas:

- Technology
- Lifelong learning
- Cultural Opportunities

With an emphasis on targeted and vulnerable
populations.

Ontario Libraries Capacity Fund (OLCF) Research and Innovation Project: Technology Benchmarks and Outcomes

While public libraries' role in providing access to technology is understood by the public, there is no Ontario study that supports benchmarking, continuous improvement and measuring of outcomes and impacts.

Partnership approach to social change aligns with Collective Impact model's five conditions of collective success:

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Providing services where, when, and how people want them



Understand the outcome and impact of library services in addressing broad social issues

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<https://impactsurvey.org/>

Ontario Ministry of Children and Youth Services. 2013. *Stepping Up. A Strategic Framework to Help Ontario's Youth Succeed.*

<http://www.children.gov.on.ca/htdocs/English/documents/topics/youthopportunities/steppingup/steppingup.pdf>

Patton, M.Q. (2008). *Utilization-focused Evaluation (4th Edition)*. Thousand Oaks, CA: Sage Publications.

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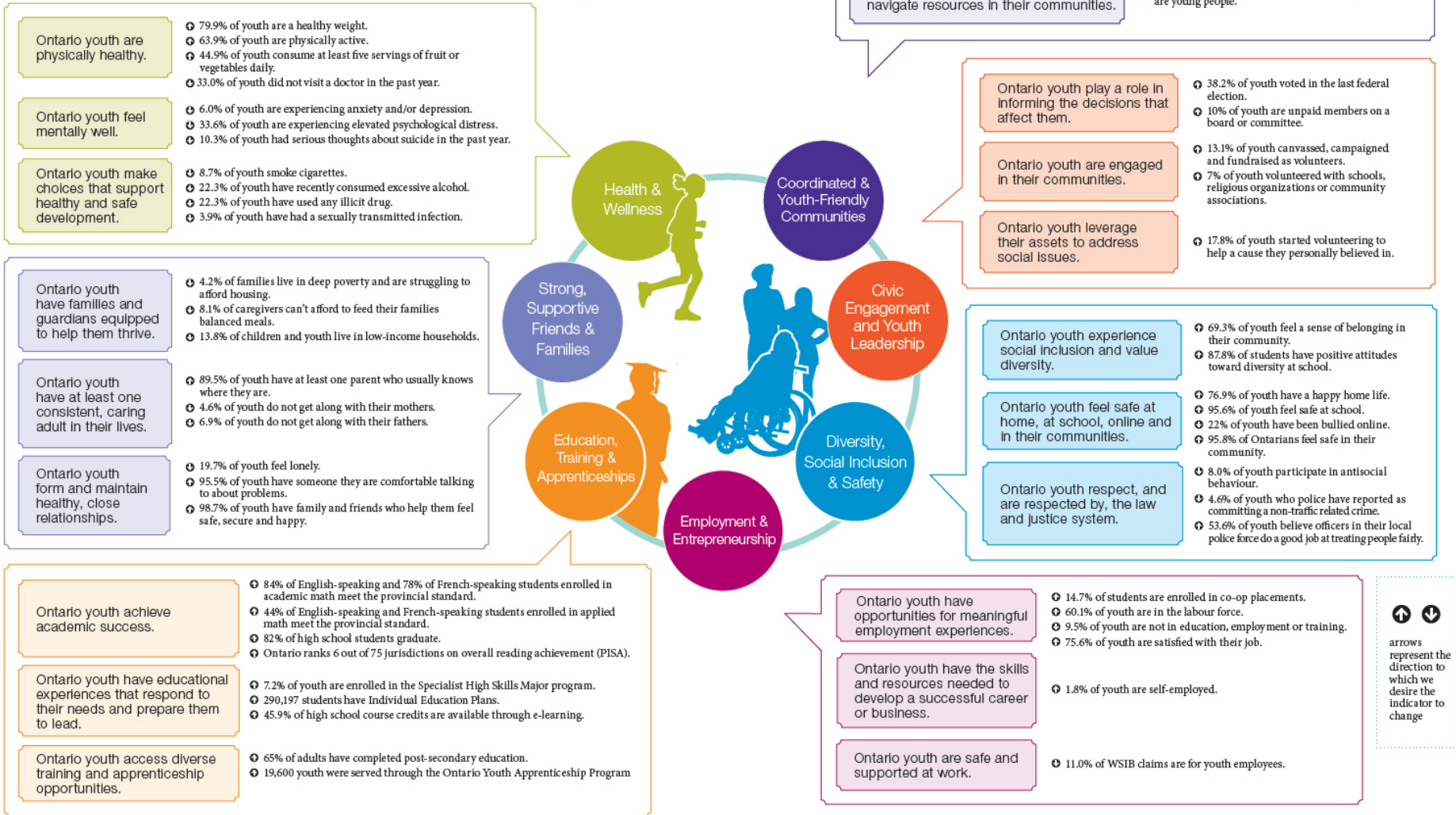
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University of Wisconsin-Extension. Program Development and Evaluation Unit website.

<http://www.uwex.edu/ces/pdande/evaluation/>

Ontario's Profile of Youth Wellbeing



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arrows represent the direction to which we desire the indicator to change

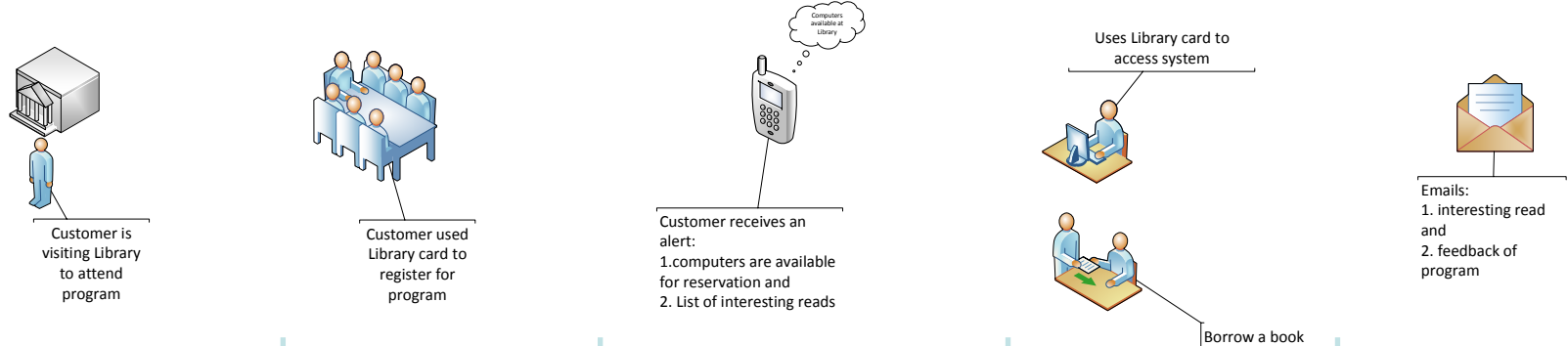
Themes & Priority Outcomes



Themes	Priority Outcomes
Health & Wellness	<ul style="list-style-type: none"> 1 Ontario youth are physically healthy. 2 Ontario youth feel mentally well. 3 Ontario youth make choices that support healthy and safe development.
Strong, Supportive Friends & Families	<ul style="list-style-type: none"> 4 Ontario youth have families and guardians equipped to help them thrive. 5 Ontario youth have at least one consistent, caring adult in their lives. 6 Ontario youth form and maintain healthy, close relationships.
Education, Training & Apprenticeships	<ul style="list-style-type: none"> 7 Ontario youth achieve academic success. 8 Ontario youth have educational experiences that respond to their needs and prepare them to lead. 9 Ontario youth access diverse training and apprenticeship opportunities.
Employment & Entrepreneurship	<ul style="list-style-type: none"> 10 Ontario youth have opportunities for meaningful employment experiences. 11 Ontario youth have the skills and resources needed to develop a successful career or business. 12 Ontario youth are safe and supported at work.
Diversity, Social Inclusion & Safety	<ul style="list-style-type: none"> 13 Ontario youth experience social inclusion and value diversity. 14 Ontario youth feel safe at home, at school, online and in their communities. 15 Ontario youth respect, and are respected by, the law and justice system.
Civic Engagement & Youth Leadership	<ul style="list-style-type: none"> 16 Ontario youth play a role in informing the decisions that affect them. 17 Ontario youth are engaged in their communities. 18 Ontario youth leverage their assets to address social issues.
Coordinated & Youth-Friendly Communities	<ul style="list-style-type: none"> 19 Ontario youth have access to safe spaces that provide quality opportunities for play and recreation. 20 Ontario youth know about and easily navigate resources in their communities.

Desired Future State – A day in the life of the Library customer

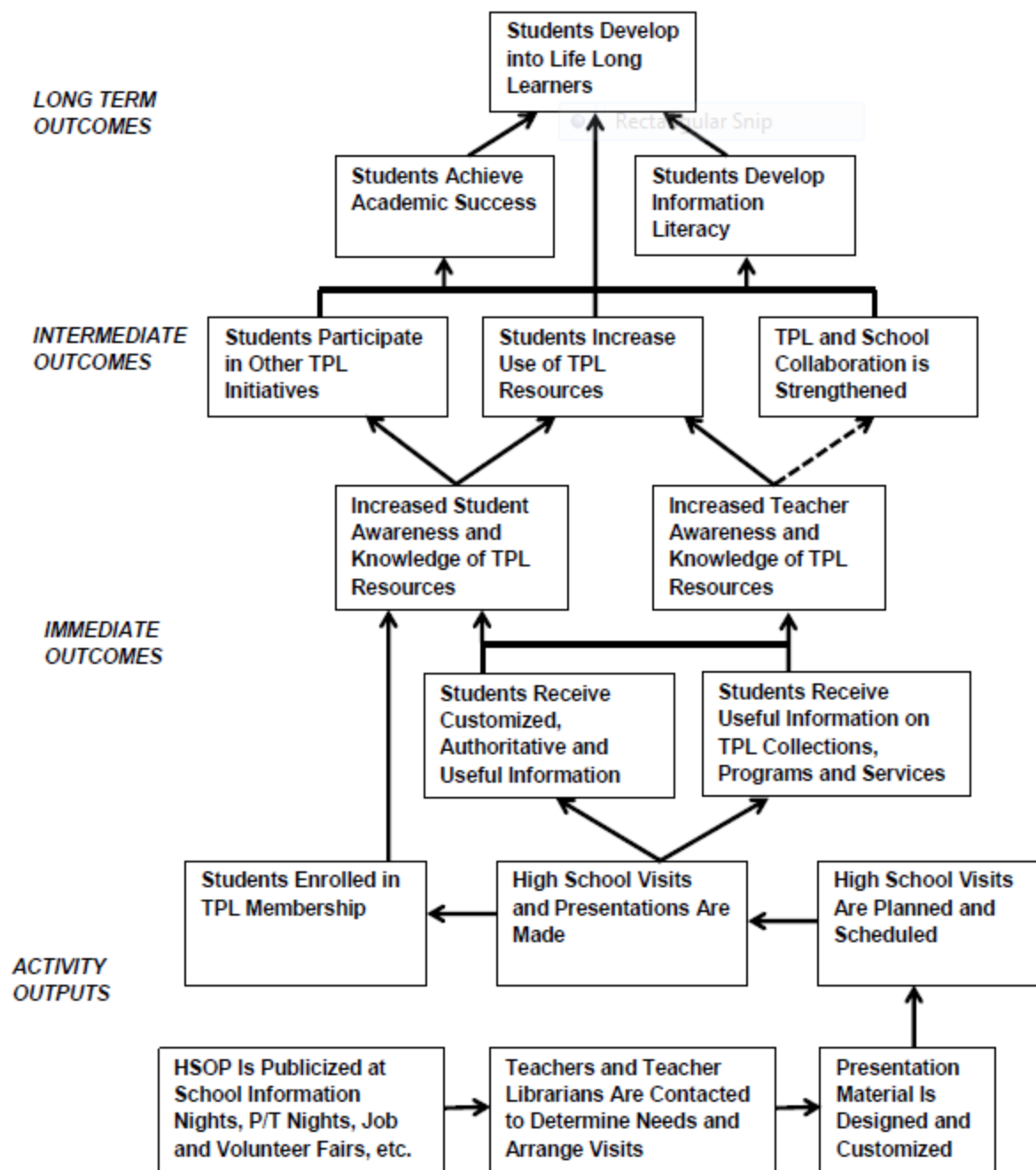
Future state vision of the Library will give opportunities to impact all customer touch-points. Library would be able to meet customers needs. An illustration of a day in life of customer from future state perspective, shows opportunities which the Library can leverage.



Activities

- Customer is visiting the Library today to attend a program, for which customer received customized notification a day before
- Library used BI and Data Analytics to share a customized list of upcoming programs with customer
- Once in the Library customer uses/ swipes his Library card to register for program
- Library Information Management system is used to confirm customer's identity and update usage history with program attendance
- While at the Library, customer is accessing Library free Wi-Fi through smartphone and receives two notifications: 1. Library computers are available for reservations and 2. List of books that customer may be interested to borrow based on program attended
- Library already knows customer usage pattern and sends notifications accordingly
- Customer uses Library card to access computer and borrows one of the books from suggested list
- Library Information Management system captures all these activities to further customize offering to customer
- End of the day, customer receives email to provide feedback on the program attended and also a list of e-book that customer might be interested to borrow.

HIGH SCHOOL OUTREACH PROGRAM LOGIC MODEL



Program Logic Model: Library Youth Hubs

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