

Strategic Plan 2016-2019: Status and Performance Management Reporting Tools

Date:	May 31, 2016
To:	Strategic Plan Performance Measures Committee
From:	City Librarian

SUMMARY

The purpose of this report is to provide drafts of the templates for the semi-annual status report on the strategic plan and the first annual report on outcomes and achievements to the Strategic Plan Performance Measures Committee for discussion and input. The mandate of the Committee is *to provide advice and recommendations to the Board for strengthening the Board's monitoring and assessment of the Strategic Plan's implementation for compliance and progress.*

RECOMMENDATIONS

The City Librarian recommends that the Strategic Plan Performance Measures Committee:

1. considers the summary of Toronto Public Library's strategic priority alignment with key City strategies for information (Attachment 1);
2. endorses the template that will be used for the semi-annual status report on Strategic Plan activities for 2016 for presentation to the Library Board in June for information (Attachment 2);
3. considers the Draft Strategic Plan Dashboard to provide recommendations on the format so that staff can make revisions and populate the template with measures for the next Steering Committee Meeting (Attachment 3).

FINANCIAL IMPACT

There is no financial impact beyond what has already been approved in the current year's budget. The Director, Finance & Treasurer has reviewed this financial impact statement and is in agreement with it.

ALIGNMENT WITH STRATEGIC PLAN

The Strategic Plan Performance Measures Committee's input into reporting tools will strengthen the Board's monitoring and assessment of the strategic plan, improve results and public accountability.

DECISION HISTORY

At its December 14, 2015 meeting, the Library Board approved *Expanding Access, Increasing Opportunity, Building Connections – Toronto Public Library's Strategic Plan 2016-2019*:

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/dec14/10c-spsc-strategic-plan-2016-2019.pdf>

At its February 22, 2016 meeting, the Library Board approved the following report: *Strategic Planning Steering Committee: Strategic Plan 2016-2019: Key Messages and Communications Plan*:

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2016/feb22/14c-spsc-strategic-plan-2016-2019.pdf>

At its April 25, 2016 meeting, the Library Board received the following report: *Strategic Plan Performance Measures Committee: Terms of Reference* and approved the *Terms of Reference for the Strategic Plan Performance Measures Committee as outlined in Attachment 1*:

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2016/apr25/12-performance-measures-committee-terms-of-reference.pdf>

COMMENTS

Successful reporting on the strategic plan will address the following criteria:

- Reports and information are publicly available to enhance accountability and transparency;
- Alignment with the City of Toronto's strategies is demonstrated;
- Semi-annual and annual progress updates are available in a timely manner;
- Reports are clear and easy to understand;
- Reports are based on current and accurate data;
- Measures are relevant and meaningful to demonstrate the outcomes for residents and the impact of the Library's strategic investments;
- Dashboard and tools are built over four years with additional measures to reflect new initiatives and to incorporate outcomes established by TPL and partners;
- Current year's results inform the development of next year's work plan.

Demonstrating Collective Impact (Attachment 1)

Toronto Public Library's Strategic Plan 2016-2019 closely aligns and supports key strategies of the City of Toronto as demonstrated in Attachment 1. Understanding the strategies and outcomes of the City is an opportunity for the Library to advance library service in strategic

areas of shared interest while contributing to large-scale social change. The Library received funding in 2016 to support initiatives which advanced the goals of the Poverty Reduction Strategy and is a contributor to the shared outcomes of other strategies. There may be additional opportunities for collaboration in future years. Staff will closely monitor the outcomes and reporting measures for City strategies and incorporate them into the TPL dashboard as appropriate.

Key 2016 Activities - Semi Annual Status Report (Attachment 2)

In response to the Library Board’s request to have a semi-annual update on the 2016 Strategic Plan Work Plan clearly demonstrating the status of initiatives, a template is presented for advice and input. With the endorsement of the Committee, a semi-annual status report on the 2016 Work Plan will be presented to the Library Board for approval in June 2016.

The status tracking rubric below reflects the framework developed by the City to assess progress on the Poverty Reduction Strategy. Green reflects initiatives that are on track and will be substantially completed in 2016; yellow reflects initiatives that are at risk of not being completed within the year; red reflects initiatives where there are known barriers, for example funding, resources or requirements from partners, and where there is no substantive progress.

Status Tracking Rubric	Status Assigned
Green: On Track for Completion in 2016	
In planning stage: resources, specific activities and inputs defined; no major barriers foreseen	Green 25%
Activities have commenced with outputs pending	Green 50%
Some outputs delivered; additional outputs in progress	Green 75%
Key outputs achieved; evaluation to be completed as required	Green 100%
Yellow: At Risk for not Being Completed in 2016	
Project is delayed due to resourcing issues or change in project complexity	Yellow 100%
Red: Known Barriers (funding, partnerships); Will Not be Completed in 2016	
Resources not available or project significantly behind schedule or scope changed; awaiting funding or input from partners	Red 100%

Draft Strategic Plan Annual Dashboard (Attachment Three)

The Strategic Plan Dashboard is presented for the Committee’s review and advice. The Dashboard is organized under the three broad priority areas and outcomes of the strategic plan: Access, Opportunity and Connections. The Dashboard will track progress towards the outcome for each priority area, by showing the key achievements that will influence progress towards the outcome.

For example, for Access the three key indicators are: Open Hours, Barrier-Free Membership, and Mobile and Online Transaction Service Options. Additional measures will be added to show the scope of the impact of the change, for example, the number of visits during

increased open hours on Sundays. The Dashboard will be referenced in creating the Work Plan for the subsequent year to determine where greater impact is required to advance the outcome.

Annual reporting on the Strategic Plan may also include additional information on targeted initiatives, for example Wi-Fi Hot Spot Lending, to further describe the impact for local residents and communities.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

- Attachment 1: Alignment of TPL's Strategic Priority Areas with Key City of Toronto Strategies
- Attachment 2: Strategic Plan 2016-2019: Key 2016 Activities – Sample Status Report
- Attachment 3: Strategic Plan 2016-2019: Sample Dashboard Template