



Strategic Plan 2016-2019 Accountability Framework

November 21, 2016

Toronto Public Library Board Meeting



Accountability Framework

Strategic Plan Performance Measures Committee

- 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

Accountability Framework

Strategic Plan Performance Measures Committee:

- Met four times from May to November 2016
- Endorsed Accountability Framework at November 7, 2016 meeting
- Concluded its work

Accountability Framework

Purpose of framework:

- To guide the development, monitoring and reporting of:
 - The Annual work plan for each year from 2016-2019
 - The overall achievements of the Strategic Plan over four years

Accountability Framework

- A reporting structure for the Board to monitor the progress of the strategic plan and provide guidance
- Public facing reporting tool to demonstrate openness and accountability
- An internal tool for staff

Strategic Plan 2016-2019

- Three broad outcomes:
 - Access
 - Opportunity
 - Connections

And six strategic priorities

Strategic Plan 2016-2019

- Six Strategic Priorities:
 - Advancing TPL's digital Platforms
 - Breaking down barriers to access, driving inclusion
 - Expanding access to technology and training
 - Establishing TPL as Toronto's centre for continuous and self-directed learning
 - Creating community connections through cultural experiences
 - Transforming for 21st century service excellence

Accountability Framework

Three main tools:

- Balanced Scorecard with Key Performance Indicators (KPIs)
- Dashboard for visual presentation
- Logic Models

Balanced Scorecard:

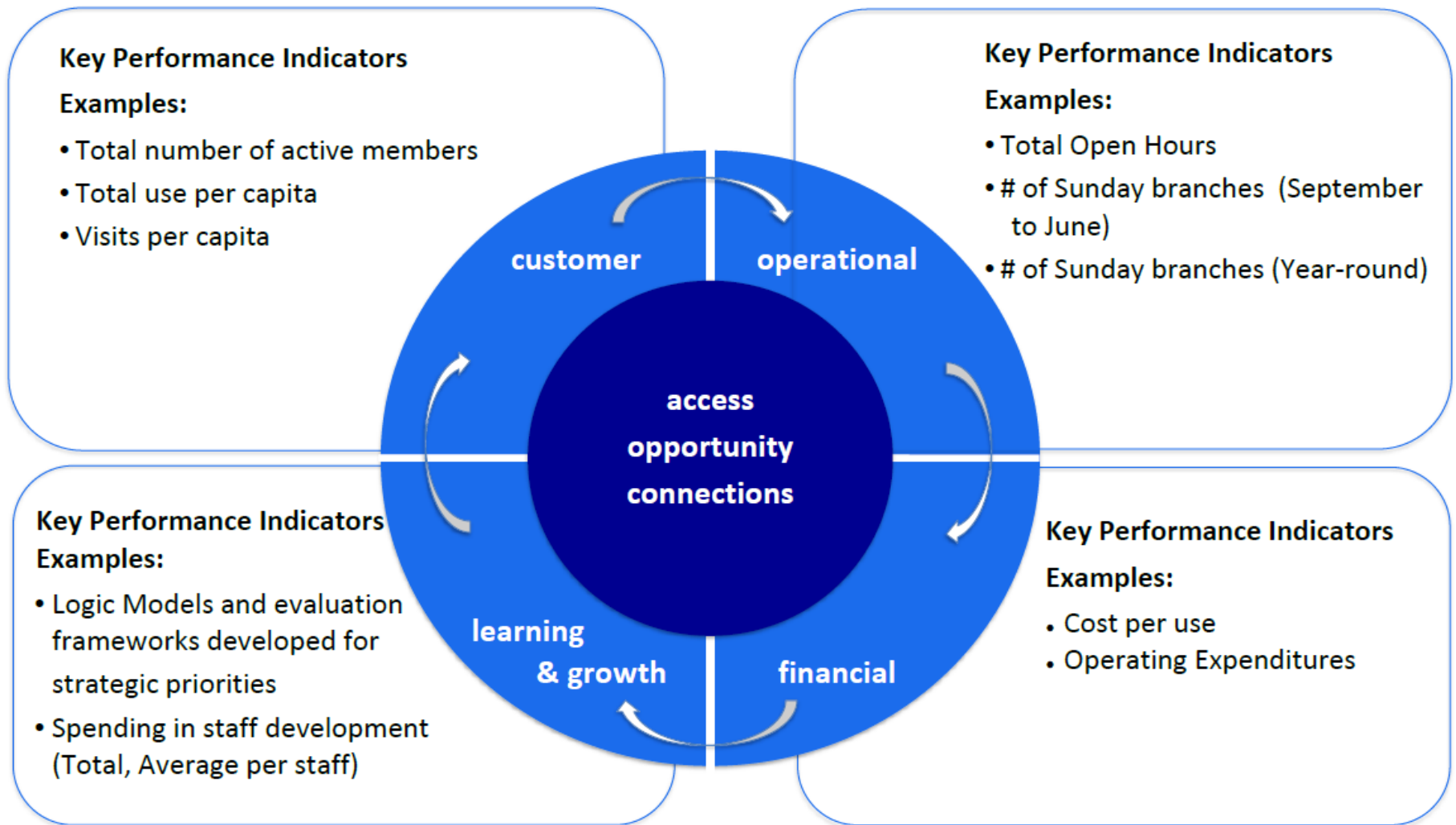
- A performance measurement tool developed at the Harvard Business School
- Provides a framework to monitor organization performance from four perspectives: the **customer's** perspective, an **internal business** perspective, an **innovation and learning** perspective, and the **financial perspective**

Balance scorecard. Encyclopedia of Business. Gale. 2000.

Strategic Plan 2016 – 2019: Balanced Scorecard



Strategic Plan 2016 – 2019: Balanced Scorecard



Reporting timeline:

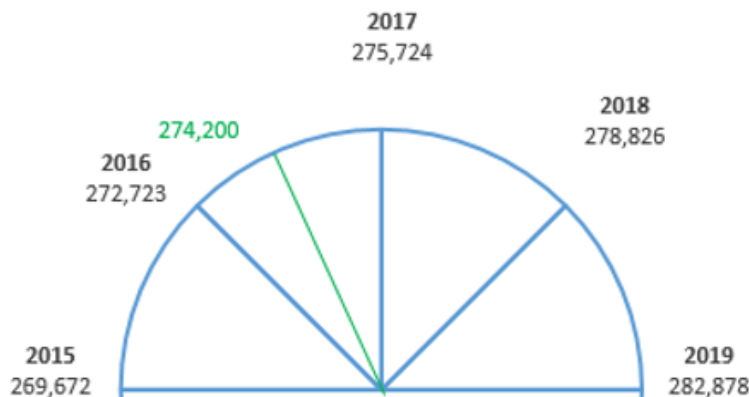
- Annual work plan achievements will be reported to the Board in a semi-annual status report in June and year end
- Overall achievements of the strategic plan will be reported annually to the Board (e.g. first quarter of 2017 for 2016) using a balanced scorecard and presented visually using a dashboard

Accountability Framework

Strategic Plan 2016-2019 Dashboard

Key Performance Indicators

Example: Open Hours



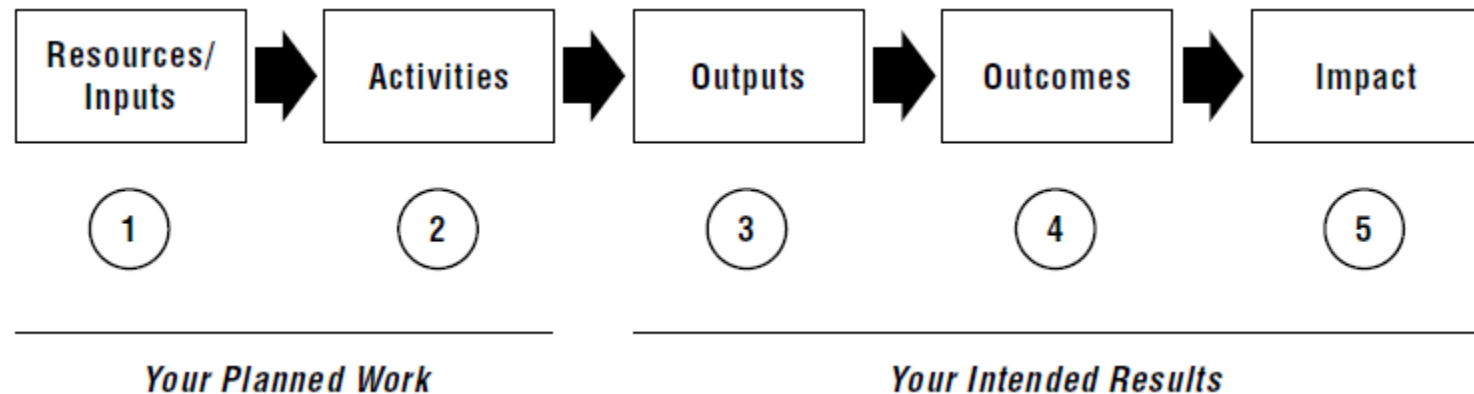
2016 Activities that will move the dial	Status
Sunday service expanded to create year-round service at 6 District and 2 R & R branches, and added to 6 neighbourhood branches to provide seasonal Sunday service	

Measure	Baseline (2015)	Current (Dec. 2016)	Target (2019)	% change
Total open hours	269,672 hours	274,397 hours	281,878 hours	+ 4.5%

Accountability Framework

Logic Model

- A logic model is a systematic and visual way to present the relationships among the resources to operate a program, the planned activities, and the changes or results you hope to achieve.

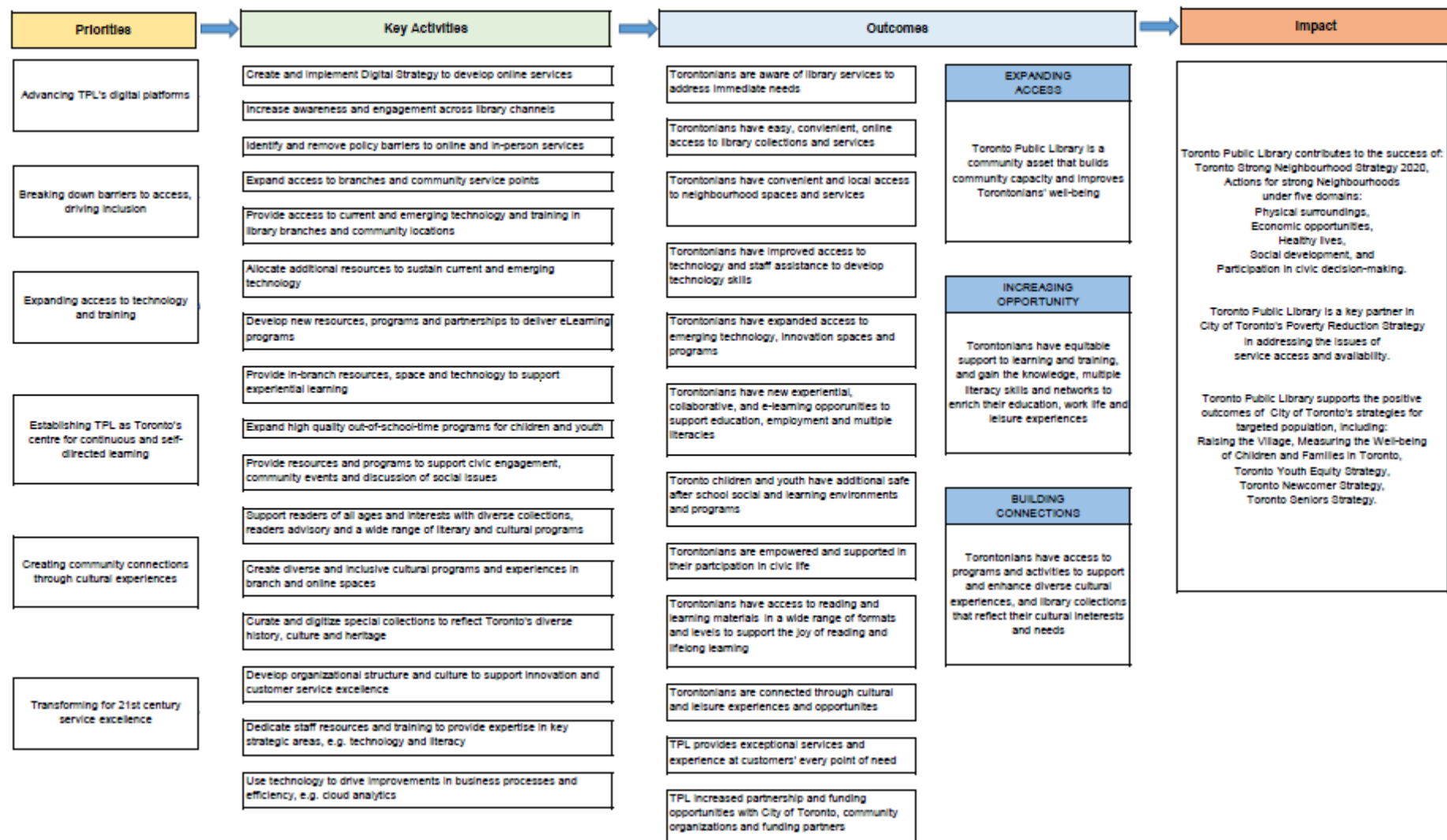


W.K. Kellogg Foundation. Logic Model Development Guide. 2004.

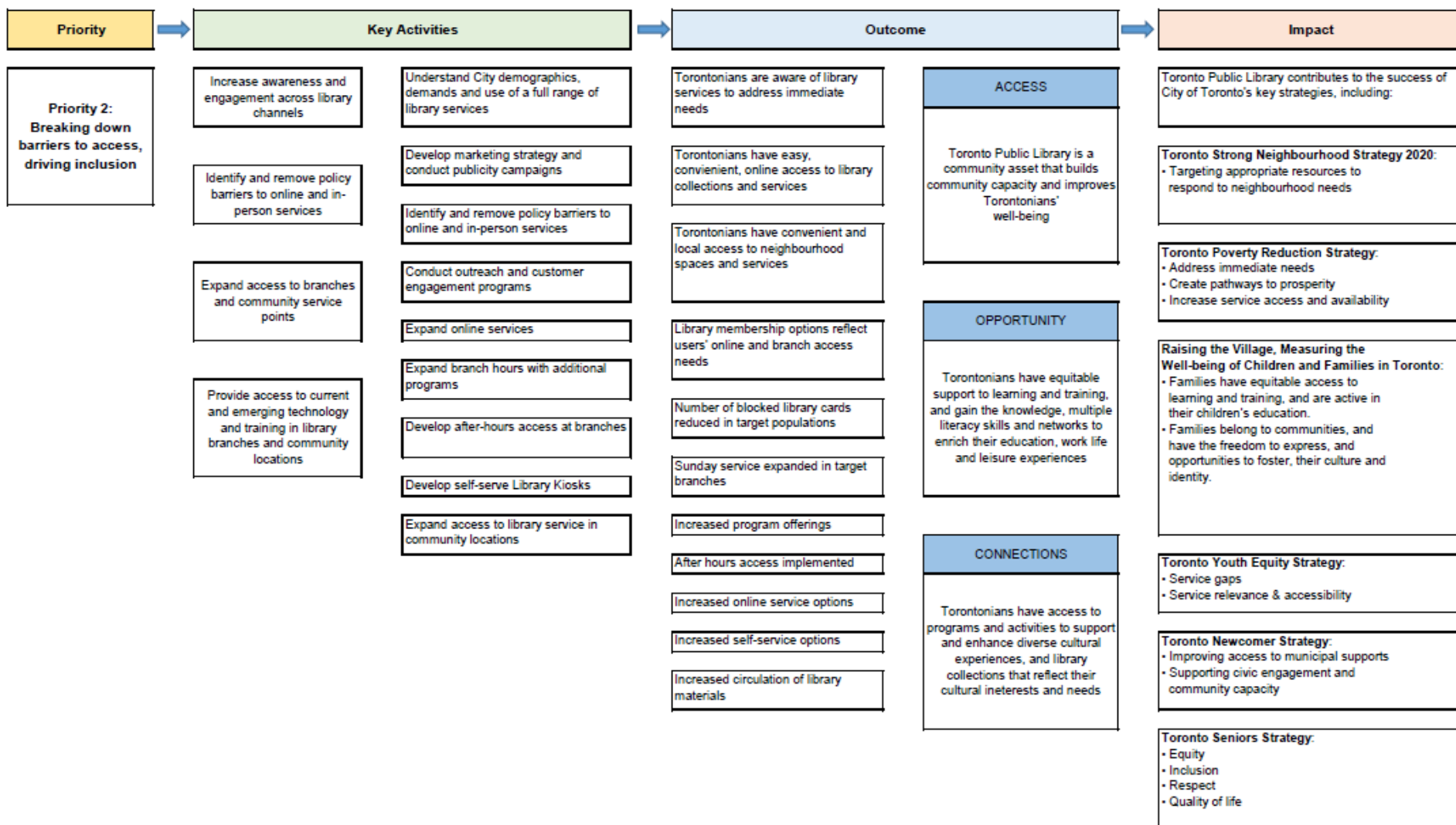
Logic Models

- A Strategic Plan 2016-2019 aligns 6 strategic priorities with:
 - Key activities
 - 3 broad strategic outcomes
 - City of Toronto's key strategies
- Plus a logic model for each of the 6 strategic priorities

Strategic Plan 2016-2019 Logic Model



Strategic Plan 2016-2019 Priority 2 Logic Model



Logic Model				
Links planned activities to expected outcomes				
Example:				
		Outcomes		
Priority	Key Activity	Short Term	Medium Term	Impact
Breaking down barriers to access, driving inclusion	Expand access to branches and community service points	Torontonians have convenient and local access to neighbourhood spaces and services	Toronto Public Library is a community asset that builds community capacity and improves Torontonians' well-being	Toronto Poverty Reduction Strategy: Increase service access and availability



Balanced Scorecard				
Monitors the progress of the strategic plan across four perspectives and identifies KPIs to measure progress towards outcomes				
Example:				
	Customer Perspective	Operational Perspective	Learning & Growth Perspective	Financial Perspective
	Utilization rate	Service hours added	Staff training	Cost per use



Dashboard

Is a visual representation of progress towards four years' targets for KPIs to achieve strategic outcomes, with a baseline, benchmark and annual target.

Example:

OPEN HOURS

Year	Open Hours
2015	269,672
2016	272,723
2017	274,200
2018	278,826
2019	282,878

2016 Activities that will move the dial	Status
Sunday service expanded to create year-round service at 5 District and 2 R & R branches, and added to 6 neighbourhood branches to provide seasonal Sunday service	

Measure	Baseline (2015)	Current (Dec. 2016)	Target (2019)	% change
Total open hours	269,672 hours	274,200 hours	281,878 hours	+ 4.5%

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Questions & Discussion

Strategic Plan 2016-2019 Logic Model

