

## **Strategic Plan 2016-2019 Accountability Framework**

<b>Date:</b>	November 21, 2016
<b>To:</b>	Toronto Public Library Board
<b>From:</b>	Strategic Plan Performance Measures Committee

### **SUMMARY**

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The purpose of this report is to recommend the approval of the Strategic Plan 2016-2019 Accountability Framework to the Toronto Public Library Board.

A Strategic Plan Performance Measures Committee was established on April 25, 2016 to:

- provide advice and recommendations to the Board for strengthening the Boards' monitoring and assessment of the strategic plan's implementation for compliance and progress.

The Committee met four times from May to November 2016 to receive and inform the development of the Strategic Plan 2016-2019 Accountability Framework, which contains three main tools: a balanced scorecard with key performance indicators, a dashboard to visually present the results, and a logic model to show the alignment between the strategic priorities, key activities over four years, and the expected outcomes and impact.

At its November 7, 2016 meeting, the Committee endorsed the Accountability Framework and concluded its work.

### **RECOMMENDATIONS**

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**The Strategic Plan Performance Measures Committee recommends that the Toronto Public Library Board:**

1. approves the Strategic Plan 2016-2019 Accountability Framework.

### **FINANCIAL IMPACT**

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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.

## DECISION HISTORY

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>

<http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2016/apr25/12-performance-measures-committee-terms-of-reference-att-1.pdf>

At its May 31, 2016 meeting, the Library Board Strategic Plan Performance Measures Committee received the following report: *Strategic Plan 2016-2019: Status and Performance Management Reporting Tools*:

<http://www.torontopubliclibrary.ca/about-the-library/board/meetings/2016-may-31.jsp>

At its July 13, 2016 meeting, the Library Board Strategic Plan Performance Measures Committee received the following report: *Strategic Plan 2016-2019: Status and Performance Management Reporting Tools*:

<http://www.torontopubliclibrary.ca/about-the-library/board/meetings/2016-jul-13.jsp>

At its September 20, 2016 meeting, the Library Board Strategic Plan Performance Measures Committee received the following report: *Strategic Plan 2016-2019: Accountability Framework and Reporting Tools*:

<http://www.torontopubliclibrary.ca/about-the-library/board/meetings/2016-sep-20.jsp>

At its November 7, 2016 meeting, the Library Board Strategic Plan Performance Measures Committee received the following report: *Strategic Plan 2016-2019: Accountability Framework, Reporting Tools & key Performance Indicators*:

<http://www.torontopubliclibrary.ca/about-the-library/board/meetings/2016-nov-07.jsp>

## ISSUE BACKGROUND

The Strategic Plan Performance Measures Committee was established on April 25, 2016 to provide advice and recommendations to the Library Board for strengthening the Board's monitoring and assessment of the strategic plan's implementation for compliance and progress.

During the development of the Accountability Framework and the reporting tools, the Committee met four times from May to November 2016 to receive information and provide advice. At its November 7, 2016 meeting, the Committee endorsed the Framework and concluded its work.

## COMMENTS

There are three broad outcomes for the Strategic Plan 2016-2019 based on input gathered from Toronto residents during the strategic plan consultation process:

- Expanding Access;
- Increasing Opportunity;
- Building Connections.

Six strategic priorities were established to advance the broad outcomes:

- 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.

The purpose of the Accountability Framework is to guide the development, monitoring and reporting of the annual work plan for each of the four years from 2016 to 2019, and the overall achievements of the Strategic Plan over four years. It serves as:

- a reporting structure for the Board to monitor the progress of the strategic plan and provide guidance;
- a public facing reporting tool to demonstrate openness and accountability;
- an internal tool to advance shared understanding of the strategic priorities and guide the work of staff.

The Accountability Framework is composed of three main tools:

1. **Balanced Scorecard with key performance indicators (Attachment 1 & Attachment 2):**  
The overall achievements of the strategic plan will be reported using a balanced scorecard approach, with key performance indicators established under four perspectives: Customer, Operational, Learning & Growth, and Financial. Work plan achievements will be reported to the Board in a semi-annual status report.
2. **Dashboard (Attachment 3)**  
A dashboard format will be used to visually present the strategic plan achievements as measured against the key performance indicators and targets. This will be reported to the Board annually.
3. **Logic Models:**  
A logic model (Attachment 4) is developed to align the six strategic priorities with key activities, the broad outcomes, and the contribution to the success of City of Toronto's key strategies over four years.

Logic models will also be developed for each strategic priority, with appropriate key activities and outcomes, to guide the development of annual work plans, strategic

partnerships and funding priorities. Attachment 5 shows an example of a logic model for Strategic Priority 2: Breaking down barriers to access, driving inclusion.

The flowchart in Attachment 6 illustrates the relationship of the three tools. The key activity of Expanding Access to branches and community service points under Priority 2 is provided as an example.

## **CONTACT**

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## **SIGNATURE**

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Vickery Bowles  
City Librarian

## **ATTACHMENTS**

- Attachment 1: Balanced Scorecard with Key Performance Indicators
- Attachment 2: List of Strategic Plan 2016-2019 Key Performance Indicators
- Attachment 3: Dashboard example
- Attachment 4: Strategic Plan 2016-2019 Logic Model
- Attachment 5: Strategic Plan 2016-2019 Priority 2 Logic Model
- Attachment 6: Strategic Plan 2016-2019 Accountability Framework Flowchart