



**STRATEGIC PLAN PERFORMANCE MEASURES COMMITTEE  
TORONTO PUBLIC LIBRARY BOARD**

**AGENDA**

**Page 1**

**Meeting No. 1: Tuesday, May 31, 2016, 5:30 p.m. to 6:30 p.m.  
Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

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**Members:**

Mr. Ron Carinci

Ms. Dianne LeBreton

Ms. Lindsay Colley

Ms. Archana Shah

Ms. Sue Graham-Nutter

Closed Meeting Requirements: If the Strategic Plan Performance Measures Committee wants to meet in closed session (privately), a member of the committee must make a motion to do so and give the reason why the Committee has to meet privately (Public Libraries Act, R.S.O. 1990, c P.44, s. 16.1).

- 1. Call to Order**
- 2. Election of Chair**
- 3. Declarations of Conflicts of Interest**
- 4. Approval of Agenda**
- 5. Communications**
- 6. Presentations**

***Item for Approval:***

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

*60 minutes*

*Attendant Care Services can be made available with some notice.*

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

<b>Date:</b>	May 31, 2016
<b>To:</b>	Strategic Plan Performance Measures Committee
<b>From:</b>	City Librarian

### SUMMARY

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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

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**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

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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.

## 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.

<b>Status Tracking Rubric</b>	<b>Status Assigned</b>
<b>Green: On Track for Completion in 2016</b>	
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%
<b>Yellow: At Risk for not Being Completed in 2016</b>	
Project is delayed due to resourcing issues or change in project complexity	Yellow 100%
<b>Red: Known Barriers (funding, partnerships); Will Not be Completed in 2016</b>	
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**

Elizabeth Glass; Director, Planning, Policy, & E-Service Delivery;  
Tel: 416-395-5602; E-mail: [eglass@torontopubliclibrary.ca](mailto:eglass@torontopubliclibrary.ca)

Michele Melady; Acting Manager, Planning & Development; Tel: 416-395-5551;  
E-mail: [mmelady@torontopubliclibrary.ca](mailto:mmelady@torontopubliclibrary.ca)

## **SIGNATURE**

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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

TORONTO PUBLIC LIBRARY STRATEGIC PLAN 2016-2019: COLLECTIVE IMPACT

Alignment of TPL’s Strategic Priority Areas with Key City of Toronto Strategies

ACCESS, OPPORTUNITY, CONNECTIONS	TPL Strategic Plan 2016-2019 Priority Areas	Key City of Toronto Strategies								
		City of Toronto Strategic Actions 2013-2018	Toronto Poverty Reduction Strategy	Toronto Strong Neighbourhoods Strategy 2020	Raising the Village: Measuring the wellbeing of Children and Families in Toronto (Part 1)	Toronto Middle Childhood Strategy	Toronto Newcomer Strategy	Toronto Refugee Resettlement Program	Toronto Seniors Strategy	Toronto Youth Equity Strategy
	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	●								

## Key 2016 Activities – SAMPLE Status Report

KEY PRIORITY	KEY 2016 ACTIVITIES	STATUS	DETAILS
<b>1</b> ADVANCING OUR DIGITAL PLATFORMS	<ol style="list-style-type: none"> <li>1. Digital Strategy developed and endorsed by the Board to create an excellent, integrated customer service experience online and in library branches.</li> <li>2. Policy review supports the delivery of digital services</li> <li>3. New user-centered online services launched for 2016               <ul style="list-style-type: none"> <li>– Responsive Account</li> <li>– Borrower history and lists in response to customer demand</li> <li>– Online membership, registration &amp; card renewal</li> <li>– Responsive mobile-friendly website</li> <li>– Children’s website for ages birth-5 launched with new features e.g. digital story time, or app</li> <li>– Content Strategy advanced to create more relevant and meaningful online experiences</li> </ul> </li> </ol>		

KEY PRIORITY	KEY 2016 ACTIVITIES	STATUS	DETAILS
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**2 BREAKING DOWN BARRIERS TO ACCESS, DRIVING INCLUSION**

- 4. Library’s policy on fines and fees reviewed to support equity and inclusion
- 5. Marketing strategy to promote children’s membership, with targeted outreach in TSNS 2020 neighbourhoods to achieve targets and outcomes
- 6. Refined library brand identity supports awareness, discovery and engagement across service channels
- 7. State of Good Repair program advanced to support accessibility, inclusion and quality of life in neighbourhoods across the city
- 8. Sunday service expanded to create year-round service at six District and two R&R branches, and added to six neighbourhood branches to provide seasonal Sunday service
- 9. Self-service library kiosk at Union Station and plan for self-service after hours branches ready to pilot in 2017
- 10. Pilot models for embedded librarianship and active resident engagement

**Green 100%**

- Policy reviewed at March Board meeting; on track for implementation in Q3/16

**Green 75%**

- Operating budget funding received; on track for July and September implementations

**Yellow**

- Projects in progress; delays in responses from City for space requirements and timing of installation.

KEY PRIORITY	KEY 2016 ACTIVITIES	STATUS	DETAILS
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**3 EXPANDING ACCESS TO TECHNOLOGY AND TRAINING**

- 11.** Technology standards, benchmarks and performance standards established for in-branch technology user education programs, including bandwidth, wireless, computer software, devices and laptops and incorporated into 2017 capital and operating budgets
- 12.** Launch new Digital Innovation Hubs, and four pop-up learning labs available in library branches and communities across the city
- 13.** New Bookmobile extends technology, including wireless access, into communities
- 14.** Partnerships with industry technology leaders which leverage resources, increasing service quality and accessibility
- 15.** Digital hot spot lending pilot for targeted communities
- 16.** Innovative projects launched through strategic partnerships, e.g. TRL Virtual Reality Tour



- Funding received; program on track for June 2016 launch

KEY PRIORITY	KEY 2016 ACTIVITIES	STATUS	DETAILS
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**4 ESTABLISHING TPL AS TORONTO'S CENTRE FOR CONTINUOUS AND SELF-DIRECTED LEARNING**

- 17. Pilot project launched with Chang School at Ryerson to expand access to business courses for professionals and the public as a model for future partnerships
- 18. Program outcomes and standards established in key areas: job search, entrepreneurial and mentoring networks
- 19. Collections and resources include new online learning tools
- 20. Plans for construction of new e-learning lab at North York Central developed
- 21. Expansion of digital training capacity through Learning Centres
- 22. Responsive to trends, including sharing economy through projects and programs such as tool, seed, kitchen and instrument lending libraries
- 23. After school programs offered for children and youth:
  - Youth Hubs operating at six locations: York Woods, Cedarbrae, Sanderson, Centennial, Maria A. Shchuka and Fairview
  - Camps and after school clubs for children ages 6-12 available in additional branches
- 24. eLearning and interactive distance learning courses developed and piloted

Green 100%

- Planning complete

Green 50%

- Funding received; expanded locations on track for implementation in Fall 2016

KEY PRIORITY	KEY 2016 ACTIVITIES	STATUS	DETAILS
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**5 CREATING COMMUNITY CONNECTIONS THROUGH CULTURAL EXPERIENCES**

- 25.** Branch renovations create cultural assets in local communities through outstanding people-centered architecture and design, exhibit, rehearsal, performance and work space, and with an emphasis on flexible spaces. 2016 projects include: Albion, Agincourt, Wychwood, St Clair/Silverthorn, North York Central, Dawes Road
- 26.** World class literary programming accessible through livestreaming and interactive social media to engage new audiences and build communities of readers
- 27.** Access to expert literary advice, user ratings and lists, build communities of interest
- 28.** New and refreshed cultural partnerships increase exhibit and engagement opportunities
- 29.** Chinese Community Archive in development with user generated content
- 30.** Assist in the settlement of Syrian refugees, in partnership with government & community partners
- 31.** MAP Program expanded to include enriched access for students at Ryerson and U of T, and a performing arts stream to provide free access to music and theatre experiences

**KEY PRIORITY****KEY 2016 ACTIVITIES****STATUS****DETAILS****6 TRANSFORMING FOR  
21<sup>ST</sup> CENTURY SERVICE  
EXCELLENCE**

- 32.** Organizational structure and resources realigned to support innovation and deliver on strategic plan outcomes
- 33.** Updated service delivery model to reflect future-oriented requirements for digital & branch platforms
- 34.** Participation in City's joint real estate redevelopment program provides increased revenue to fund state of good repair backlog
- 35.** Business Intelligence strategy advanced to understand and respond to customer needs
- 36.** Dedicated library resources to support the Toronto Public Library Foundation in achieving ambitious fundraising goals in support of strategic priorities
- 37.** Internal computer systems updated: Human Resources, Budgeting, Room Bookings
- 38.** Increase revenue with launch of new premium space rentals & promotion of community room rentals
- 39.** Role of the librarian redefined to deliver on key strategic outcomes: digital service delivery, technology and user education, out of school time programs, high quality lifelong learning and cultural programs, partnership development and community engagement
- 40.** Staff engagement activities including a survey are piloted
- 41.** Branch service benchmarks drive program offerings

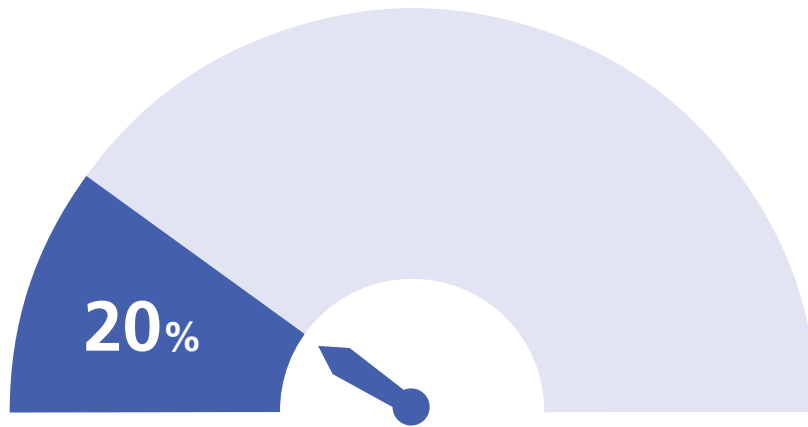
**RED**

- Presented to City with positive feedback; No timelines provided by City on next steps

ACCESS

OPPORTUNITY

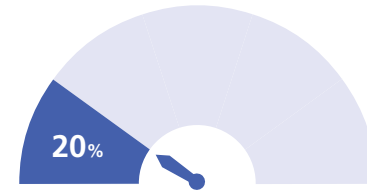
CONNECTIONS



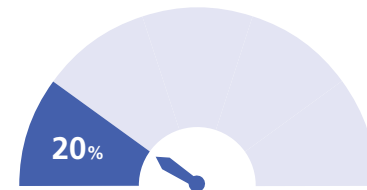
**The Outcome:**

- ▶ Easy, local, convenient access
- ▶ To a broad range of library collections and services
- ▶ Where, when and how Torontonians of all ages need and want them
- ▶ And an exceptional customer experience at every point of need.

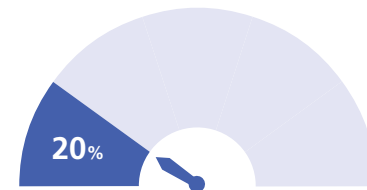
**Improved Access  
Key Indicators**



OPEN HOURS



BARRIER-FREE MEMBERSHIP



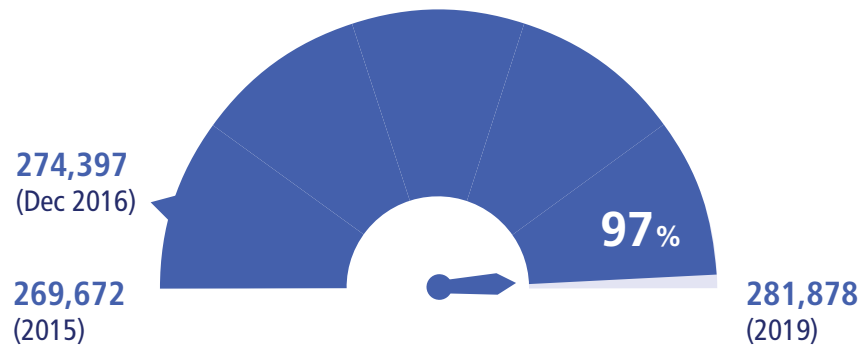
MOBILE & ONLINE  
TRANSACTION SERVICE OPTIONS

**ACCESS**

OPPORTUNITY

CONNECTIONS

Open Hours



2016 activities that moved the dial	Status
Sunday service expanded to create year-round service at six District and two R & R branches, and added to 6 neighbourhood branches to provide seasonal Sunday service	G

Measure	Baseline (2015)	Current (2016)	Target (2019)*	% of Target Achieved
Total # of open hours	269,672 hours	274,397 hours	281,878 hours	97%

**\*Contributors to target open hours**

- ▶ **2016:** Sunday service hours expansion
- ▶ **2017:** Sunday service hours expansion (year-round service at five additional district branches)  
Youth Hubs hours expansion  
After hours card access
- ▶ **2018:** Sunday service hours expansion (year-round service at five additional district branches)  
Youth Hubs hours expansion  
After hours card access
- ▶ **2019:** Youth Hubs hours expansion  
After hours card access

**ACCESS**

**OPPORTUNITY**

**CONNECTIONS**

Barrier-Free Membership



2016 activities that moved the dial	Status
Library's policy on fines and fees reviewed to support equity and inclusion	G
Marketing strategy to promote children's membership, with targeted outreach in TSNS 2020 neighbourhoods to achieve targets and outcomes	G

Measure	Baseline (2015)	Current (May 2016)	Target (2019)	% of Target Achieved
# active memberships in NIAs	182,142	180,455		

ACCESS

OPPORTUNITY

CONNECTIONS

Mobile and Online Transaction Service Options



2016 activities that moved the dial	Status
Digital Strategy developed and endorsed by the Board to create an excellent, integrated customer service experience online and in library branches	G
Policy review supports the delivery of digital services	Y
<b>New user-centred online services launched for 2016</b>	
Online fines payment improvements	G
More mobile friendly web pages	G
Online registration	Y
Your Account	G
Children's online presence	G

Measure	Baseline (2015)	Current (2016)	Target (2019)	% of Target Achieved