



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

**AGENDA**

**Page 1**

**Meeting No. 3: Tuesday, September 20, 2016, 5:30 p.m. to 7:00 p.m.  
Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

---

**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. Declarations of Conflicts of Interest**
- 3. Approval of Agenda**
- 4. Confirmation of July 13, 2016 Strategic Plan Performance Measures Committee Meeting Minutes**
- 5. Business Arising**
- 6. Communications**
- 7. Presentations**

***Item for Approval:***

- 8. Strategic Plan 2016-2019: Accountability Framework and Reporting Tools**

*90 minutes*

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

**Toronto Public Library Board – Strategic Plan Performance Measures Committee  
Meeting No. 2: Wednesday, July 13, from 5:30 p.m. to 6:35 p.m.  
Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

---

**Members Present:**

Ms. Dianne LeBreton (Chair)  
Ms. Lindsay Colley  
Ms. Sue Graham-Nutter  
Ms. Archana Shah

**Regrets:**

Mr. Ron Carinci

**SPPM Call to Order**

**16-010** Dianne LeBreton called the meeting to order at 5:30 p.m.

**SPPM Declarations of Conflict of Interest**

**16-011** There were no Declarations of Conflict of Interest by members of the Strategic Plan Performance Measures Committee.

**SPPM Approval of Agenda**

**16-012** *Moved by L. Colley:*  
*That the Strategic Plan Performance Measures Committee:*  
*1. approves the agenda.*

*Carried*

**SPPM Confirmation of May 31, 2016 Strategic Plan Performance Measures Committee Meeting Minutes**

**16-013** *Moved by L. Colley:*  
*That the Strategic Plan Performance Measures Committee:*  
*1. confirms the Minutes of the May 31, 2016 Strategic Plan Performance Measures Committee.*

*Carried*

**Toronto Public Library Board – Strategic Plan Performance Measures Committee  
 Meeting No. 2: Wednesday, July 13, from 5:30 p.m. to 6:35 p.m.  
 Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

---

**SPPM Business Arising from the Minutes**

**16-014** There were no *Business Arising from the Minutes* items at the July 13, 2016 Strategic Plan Performance Measures Committee meeting.

**SPPM Communications**

**16-015** There were no Communications items at the July 13, 2016 Strategic Plan Performance Measures Committee meeting.

**SPPM Presentations**

**16-016** There were no public presentations at the July 13, 2016 Strategic Plan Performance Measures Committee meeting.

*Item for Approval:*

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

**16-017** Elizabeth Glass, Director, Policy, Planning & Performance Management, and Linda Hazzan, Director, Communications, Programming & Customer Engagement, provided a presentation on status and performance management reporting tools.

*Moved by A. Shah:*

*That the Strategic Plan Performance Measurement Committee:*

1. *considers the attached presentation materials; and*
2. *directs staff to further develop the balanced score card, key performance indicators and the Strategic Plan dashboard and indicators for a Strategic Plan Performance Measures Steering Committee meeting in September.*

**Carried**

**SPPM Adjournment**

**16-018** *Moved by S. Graham-Nutter:*

*That the Strategic Plan Performance Measures Committee:*

1. *adjourns the July 13, 2016 Strategic Plan Performance Measures Committee meeting.*

**Carried**

The meeting ended at 6:35 p.m.

Signed: \_\_\_\_\_

**Strategic Plan 2016-2019: Accountability Framework and Reporting Tools**

<b>Date:</b>	September 20, 2016
<b>To:</b>	Strategic Plan Performance Measures Committee
<b>From:</b>	City Librarian

**SUMMARY**

---

The purpose of this report is to recommend an accountability framework for the Strategic Plan 2016-2019 and to propose key performance indicators for the Library Board Strategic Plan Performance Measures Committee to review and endorse.

**RECOMMENDATIONS**

---

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

1. considers the approach of using logic models and a balanced scorecard as the strategic plan accountability framework and a dashboard to visually represent the progress and achievement, as outlined in the flowchart (Attachment 1);
2. endorses the logic model examples that will be used as templates for developing a logic model for each strategic priority (Attachment 2 & 3);
3. endorses the balanced score card and recommended key performance indicators for the Board’s monitoring and assessment of the strategic plan’s progress (Attachment 4).

**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 the accountability framework and reporting tools will strengthen the Board's monitoring and assessment of the strategic plan, and improve results and public accountability.

## 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>

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/content/about-the-library/pdfs/board/meetings/2016/jul13/08-strategic-plan-status-and-performance-mgmt-reporting-tools.pdf>

## COMMENTS

Further to discussion at the Steering Committee's July 13, 2016 meeting, this report recommends three tools as an accountability framework for the strategic plan to measure implementation, compliance and progress, and provide for public reporting.

### **Accountability Framework: Implementation, Compliance and Progress Reporting on the Strategic Plan** (Attachment 1)

The accountability framework sets out the tools to measure and drive activities and ongoing improvements to achieve the expected outcomes and impact of the strategic plan. The flow chart in Attachment 1 demonstrates the relationship between the three tools.

### **The Strategic Plan Logic Model** (Attachment 2)

The system level logic model for the strategic plan embodies the mission and strategic priorities that guide Toronto Public Library and links the planned activities to short-, and medium-term outcomes for residents. It further demonstrates how the Library aligns and supports key strategies of the City of Toronto, including the Toronto Strong Neighbourhoods Strategies and the Poverty Reduction Strategy, as well as specific strategies for targeted populations, including children and youth, newcomers, and seniors.

The system logic model demonstrates that key library resources, including staff, collections, public space, technology and partnerships are aligned to achieve the expected outcomes of the strategic plan and contribute to the collective impact of City strategies.

### **Logic Model by Priority Area (Attachment 3)**

Logic models for each priority area will be developed to provide a further breakdown and detail of key activities and expected outcomes that will result from implementation of strategic plan activities. The example provided is for Priority Two – Breaking down Barriers to Access, Driving Inclusion.

Priority level logic models will further demonstrate how staff, technology and partnerships are aligned to achieve expected outcomes in a specific priority for groups of residents, for example, children and youth, and contribute to the collective impact of City strategies.

### **The Balanced Scorecard (Attachment 4)**

The balanced scorecard monitors the progress of the strategic plan at the system level, across four perspectives: customer, operational, learning and growth, and financial and identifies key performance indicators to measure progress towards the outcomes. The scorecard demonstrates how improved customer service is driven by resource allocation, innovation, organizational transformation and learning, and growth.

Attachment 4 includes recommended key performance indicators tracked over four years to measure progress towards the strategic plan.

Additional measures may be developed and reported annually, that further demonstrate the outcomes and impact of specific activities for targeted population, for example, access to technology and training for seniors, or lifelong learning activities for children, youth and families.

### **Proposed Next Steps**

After endorsement of the tools included in the accountability framework by the Steering Committee, library staff will prepare materials for review at the next meeting as outlined below:

- Balanced scorecard: KPIs and targets for 2017-2019 (as available, some measures will be in development);
- 2017 Strategic Plan Work Plan to achieve outcomes and targets.

## **CONCLUSION**

Effective monitoring of the strategic plan ensures that the Library Board is fulfilling its legislated mandate *to deliver a comprehensive and efficient public library service that reflects the community's unique needs.*

The accountability framework demonstrates how the Library is effectively allocating resources and using performance management to identify areas for attention, to improve customer service, to drive innovation and learning, and to improve and report results.

## **CONTACT**

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

## **SIGNATURE**

---

Vickery Bowles  
City Librarian

## **ATTACHMENTS**

- Attachment 1: Accountability Framework
- Attachment 2: Strategic Plan 2016-2019 Logic Model
- Attachment 3: Strategic Plan 2016-2019 Priority 2 Logic Model
- Attachment 4: Strategic Plan 2016-2019 Balanced Score Card Recommended Key Performance Indicators


Toronto Public Library Strategic Plan 2016-2019  
 Accountability Framework  
 Implementation, Compliance and Progress

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

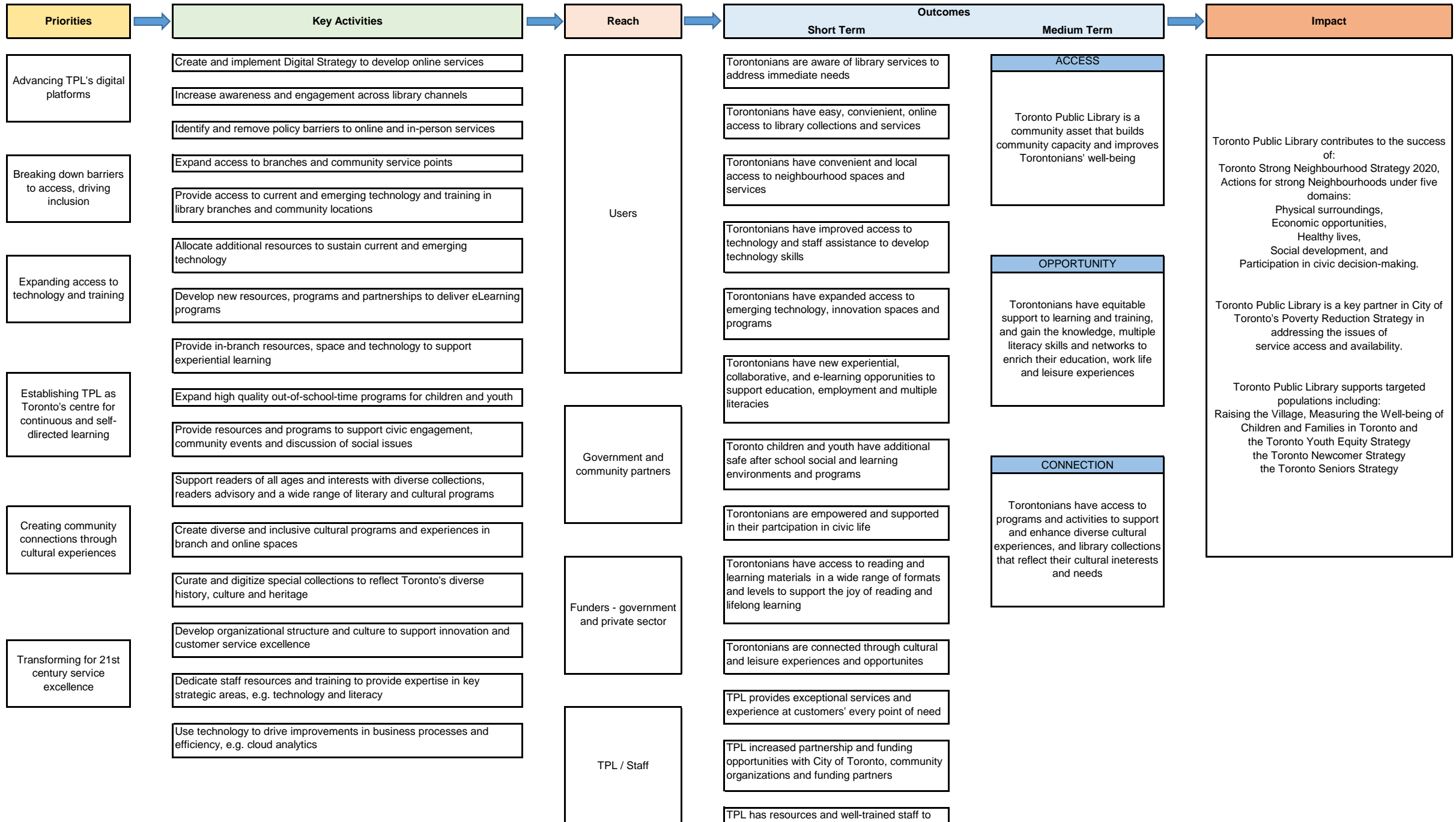


Dashboard														
Is a visual representation of progress towards four years' targets for KPIs to achieve strategic outcomes, with a baseline, benchmark and annual target.														
Example:														
														
<table border="1"> <thead> <tr> <th>2016 Activities that will move the dial</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Sunday service expanded to create year-round service at 6 District and 2 R &amp; R branches, and added to 6 neighbourhood branches to provide seasonal Sunday service</td> <td style="background-color: green;"></td> </tr> </tbody> </table>				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								
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														
<table border="1"> <thead> <tr> <th>Measure</th> <th>Baseline (2015)</th> <th>Current (Dec. 2016)</th> <th>Target (2019)</th> <th>% change</th> </tr> </thead> <tbody> <tr> <td>Total open hours</td> <td>269,672 hours</td> <td>274,200 hours</td> <td>281,878 hours</td> <td>+ 4.5%</td> </tr> </tbody> </table>					Measure	Baseline (2015)	Current (Dec. 2016)	Target (2019)	% change	Total open hours	269,672 hours	274,200 hours	281,878 hours	+ 4.5%
Measure	Baseline (2015)	Current (Dec. 2016)	Target (2019)	% change										
Total open hours	269,672 hours	274,200 hours	281,878 hours	+ 4.5%										



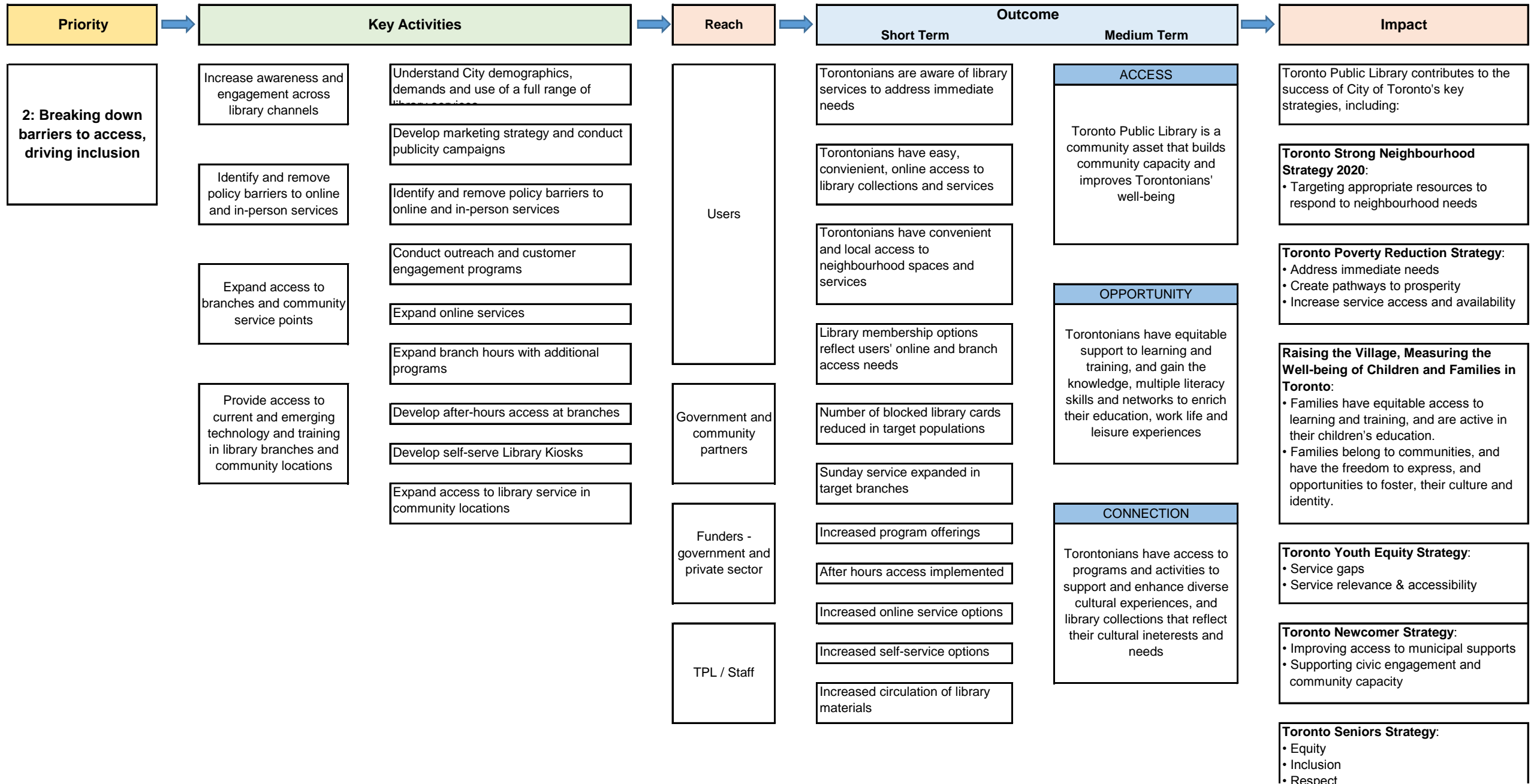
Toronto Public Library Strategic Plan 2016-2019 Logic Model

Mission: Toronto Public Library provides free and equitable access to services which meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.



deliver strategic outcomes

**Mission:** Toronto Public Library provides free and equitable access to services which meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.



• Quality of life

**Strategic Plan 2016-2019 Balanced Scorecard Indicators**

**Recommended Key Performance Indicators**

Customer Perspective	Operational Perspective	Learning & Growth Perspective	Financial Perspective
<ul style="list-style-type: none"> <li>● Membership per capita</li> <li>● Total use per capita               <ul style="list-style-type: none"> <li>○ Visits per capita</li> <li>○ Virtual visits per capita</li> </ul> </li> <li>● In-branch technology utilization rate: internet access workstation per 100,000 population; wireless connections per capita</li> <li>● Program Utilization Rate Offered: Benchmarks by Branch</li> <li>● Utilization rate (program capacity): learning programs (ESL + Literacy + User Ed)</li> <li>● User satisfaction: overall</li> <li>● User satisfaction: in-branch technology (computers, software, wifi)</li> <li>● # of users who report that TPL technology, training and learning experiences helped them to advance educational, employment and personal goals</li> <li>● % of Torontonians reporting they feel more connected to their community through TPL programs and services</li> </ul>	<ul style="list-style-type: none"> <li>● Logic Models and evaluation frameworks developed for strategic priorities</li> <li>● Total Open Hours               <ul style="list-style-type: none"> <li>○ # of branches – Sunday and year-round</li> </ul> </li> <li>● Circulation by capita</li> </ul>	<ul style="list-style-type: none"> <li>● # of staff training courses               <ul style="list-style-type: none"> <li>○ # of staff training courses in technology</li> </ul> </li> <li>● Attendance rate of staff training courses</li> <li>● Users satisfaction: knowledge and helpfulness of staff</li> <li>● % staff who report they have the skills and training to meet service delivery outcomes</li> <li>● % of staff who report high levels of engagement</li> </ul>	<ul style="list-style-type: none"> <li>● Cost per use</li> <li>● Total funding (all sources) per capita               <ul style="list-style-type: none"> <li>○ Total funding from TPL Foundation</li> </ul> </li> <li>● Value of training and learning opportunities</li> <li>● Value of cultural programs and experiences</li> <li>● Spending in staff development (Total, Average per staff)</li> </ul>