



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

AGENDA

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**Meeting No. 4: Monday, November 7, 2016, 5:30 p.m. to 6:30 p.m.
Toronto Reference Library, Board Room, 789 Yonge Street, Toronto**

Members:

Mr. Ron Carinci

Ms. Dianne LeBreton (Committee Chair)

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 September 20, 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, Reporting Tools and Key Performance Indicators** *60 minutes*

Attendant Care Services can be made available with some notice.



Toronto Public Library Board – Strategic Plan Performance Measures Committee
Meeting No. 3: Tuesday, September 20, from 5:30 p.m. to 6:30 p.m.
Toronto Reference Library, Board Room, 789 Yonge Street, Toronto

Members Present:

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

Regrets:

SPPM Call to Order

16-019 Dianne LeBreton called the meeting to order at 5:30 p.m.

SPPM Declarations of Conflict of Interest

16-020 There were no Declarations of Conflict of Interest by members of the Strategic Plan Performance Measures Committee.

SPPM Approval of Agenda

16-021 *Moved by L. Colley:*

That the Strategic Plan Performance Measures Committee:

1. approves the agenda.

Carried

SPPM Confirmation of July 13, 2016 Strategic Plan Performance Measures Committee

16-022 Meeting Minutes

Moved by L. Colley:

That the Strategic Plan Performance Measures Committee:

1. confirms the Minutes of the July 13, 2016 Strategic Plan Performance Measures Committee.

Carried

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SPPM Business Arising from the Minutes

16-023 There were no *Business Arising from the Minutes* items at the September 20, 2016 Strategic Plan Performance Measures Committee meeting.

SPPM Communications

16-024 There were no Communications items at the September 20, 2016 Strategic Plan Performance Measures Committee meeting.

SPPM Presentations

16-025 There were no public presentations at the September 20, 2016 Strategic Plan Performance Measures Committee meeting.

Item for Approval:

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

16-026 Elizabeth Glass, Director, Policy, Planning & Performance Management, provided a presentation on accountability framework and reporting tools.

Moved by S. Graham-Nutter:

That the Strategic Plan Performance Measurement 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 (Attachments 2 and 3);*
3. *endorses the balanced scorecard and recommended key performance indicators for the Board's monitoring and assessment of the strategic plan's progress (Attachment 4).*

Deferred

The Committee deferred consideration of the recommendations in the Strategic Plan 2016-2019: Accountability Framework and Reporting Tools report until the next meeting of the Committee.

**Toronto Public Library Board – Strategic Plan Performance Measures Committee
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**SPPM
16-027** **Adjournment**
Moved by L. Colley:
That the Strategic Plan Performance Measures Committee:
**1. *adjourns the September 20, 2016 Strategic Plan Performance Measures
Committee meeting.***

The meeting ended at 6:30 p.m.

Signed: _____



STAFF REPORT ACTION REQUIRED

Strategic Plan 2016-2019: Accountability Framework, Reporting Tools & Key Performance Indicators

Date:	November 7, 2016
To:	Toronto Public Library Board Strategic Plan Performance Measures Committee
From:	City Librarian

SUMMARY

The purpose of this report is to present the Strategic Plan 2016-2019 accountability framework and 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. endorses the Strategic Plan accountability framework 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 (Attachments 2 & 3);
3. endorses the balanced scorecard 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>

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/content/about-the-library/pdfs/board/meetings/2016/sep20/08-strategic-plan-accountability-and-reporting-tools.pdf>

COMMENTS

At the September 20, 2016 meeting, the Strategic Plan Performance Measures Committee deferred consideration of the recommendations in the Strategic Plan 2016-2019: Accountability Framework and Reporting Tools report until the next meeting of the Committee.

This report addresses the considerations resulted from the discussion at the Steering Committee's September 20, 2016 meeting:

- Accountability Framework: Implementation, Compliance and Progress Reporting on the Strategic Plan (Attachment 1)
The three key components, logic models, balanced scorecard and dashboard, work together to build a solid foundation of the framework for strategic plan monitoring and reporting.

- The Strategic Plan Logic Model (Attachment 2)

The system level logic model (Attachment 2) for the strategic plan highlights the mission and strategic priorities of Toronto Public Library and links the key priority activities to outcomes for Torontonians. The six strategic priorities and the key activities are interconnected; as well, each expected outcome is the result of more than one priority activity as the driving contributor. Therefore, it is not practical to link each priority activity to one direct outcome. The logic models at the individual Priority level will provide more detail of specific programs and activities and their expected outcomes.

The system level logic model further illustrates how the outcomes align with the Library's strategic focus on Expanding Access, Increasing Opportunity and Building Connections supports and contributes to the success of City of Toronto's key strategies, including the Toronto Strong Neighbourhoods Strategy (TSNS 2020), the Poverty Reduction Strategy, and specific strategies for targeted populations such as families, children, youth, newcomers, and seniors.

- Logic Model by Priority Area (Attachment 3)

Logic models for each priority area will be developed to guide the design and implementation of partnerships, programs and services, provide detail of key activities and expected outcomes at the activity level. The example provided is for Priority Two – Breaking down Barriers to Access, Driving Inclusion.

The logic models by priority area will be updated to reflect the key activities of the annual work plans.

- The Balanced Scorecard Key Performance Indicators (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. The attached list of recommended key performance indicators under each perspective has been streamlined as a result of the discussion at the last Steering Committee meeting.

The Balanced Scorecard key performance indicators are at the highest level, measuring the results of the strategic plan as a whole. Additional measures at the priority and activity level will be developed and reported annually with the results of the annual work plan.

- The implementation of the Accountability Framework will result in the establishment of common tools and measurements across the Library, which will in turn increase the organization capacity to clarify program goals and expected outcomes and the ability for staff to monitor and evaluate program effectiveness and results.

A streamlined and effective measurement and reporting framework will help the Library build stronger partnerships with government, community and funding partners and advance the Library's fund raising goals.

Proposed Next Steps

After the Accountability Framework and the tools are endorsed by the Steering Committee, Library staff will:

- Set targets for the Key Performance Indicators for 2017-2019
- Finalize the 2017 work plan to be presented at the December 2016 Toronto Public Library Board meeting.

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

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

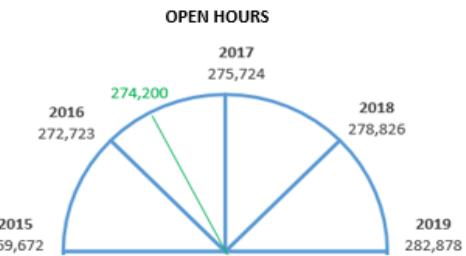
Attachment 4: Strategic Plan 2016-2019 Balanced Score Card Recommended Key Performance Indicators

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

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

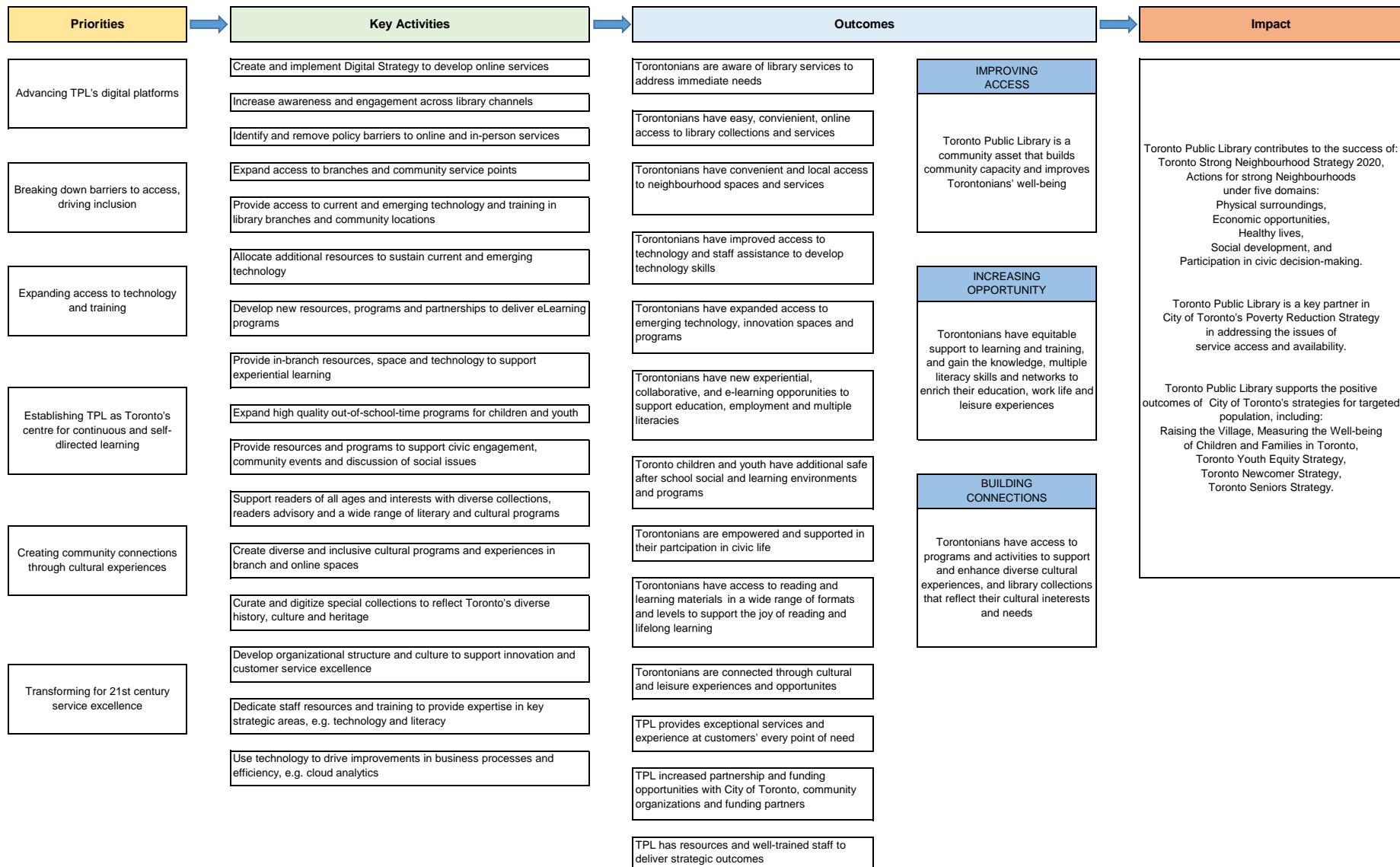
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Dashboard							
Is a visual representation of progress towards four years' targets for KPIs to achieve strategic outcomes, with a baseline, benchmark and annual target.							
Example:							
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 75%;">2016 Activities that will move the dial</th><th style="width: 25%;">Status</th></tr> </thead> <tbody> <tr> <td>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</td><td style="background-color: #2e6b2e; color: white; text-align: center;"> </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							



Toronto Public Library Strategic Plan 2016-2019 Logic Model

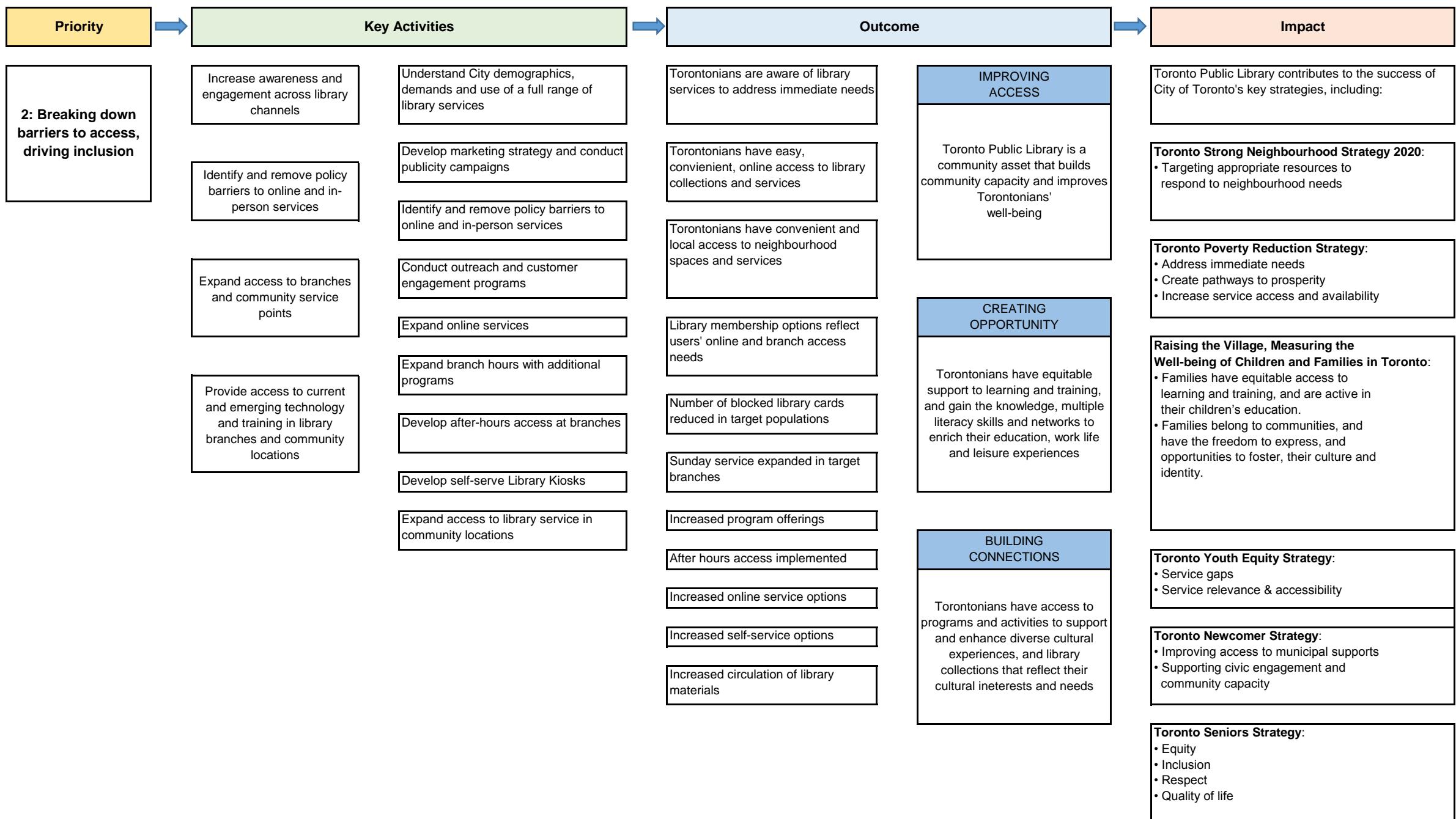
Mission: Toronto Public Library provides free and equitable access to services which meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.





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.



Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators

Customer Perspective	Operational Perspective	Learning & Growth Perspective	Financial Perspective
<ul style="list-style-type: none"> • Total number of active members • Total use per capita <ul style="list-style-type: none"> ◦ Visits per capita • Virtual visits per capita • In-branch technology utilization rate: internet access workstation per 100,000 population; wireless connections per capita • Utilization rate (program capacity): learning programs (ESL + Literacy + User Ed + lifelong learning) • Utilization rate of technology training programs • Utilization rate of cultural programs • # of branches providing regular after-school programming from September to June • User satisfaction: overall • User satisfaction: in-branch technology (computers, software, wifi) • Users satisfaction: knowledge and helpfulness of staff 	<ul style="list-style-type: none"> • Total Open Hours <ul style="list-style-type: none"> ◦ # of Sunday branches (September to June) ◦ # of NIA Sunday branches (September to June) ◦ # of Sunday branches (Year-round) ◦ # of NIA Sunday branches (Year-round) • Turnover rate of circulating items • % of special collections that are digitized 	<ul style="list-style-type: none"> • Logic Models and evaluation frameworks developed for strategic priorities • Spending in staff development (Total, Average per staff) • % staff who report they have the skills and training to meet service delivery outcomes • % of staff who report high levels of engagement 	<ul style="list-style-type: none"> • Cost per use • Operating Expenditures <ul style="list-style-type: none"> ◦ Operating expenditures per capita • Operating expenditures for electronic materials • Operating expenditures for digital technology • Total funding <ul style="list-style-type: none"> ◦ Total funding per capita ◦ Total funding from TPL Foundation