15.

STAFF REPORT
INFORMATION ONLY

Strategic Plan 2016-2019: Accountability Framework and 2016 Results

Date:	June 19, 2017
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide an update on the accountability framework for the Strategic Plan 2016–2019: Expanding Access, Increasing Opportunity, Building Connections, and to report on the 2016 results with available data.

The accountability framework was established by the Toronto Public Library Board in November 2016 to guide the development, monitoring and reporting of the strategic plan in each of four years as well as overall achievements of the strategic plan over four years.

2017 is a transformative year for Toronto Public Library where services will be developed, reviewed and measured against outcome statements.

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 report and agrees with the financial impact information.

DECISION HISTORY

At its November 21, 2016 meeting, the Toronto Public Library Board approved the Strategic Plan 2016–2019 Accountability Framework:
http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2016/nov21/13c-strategic-plan-2016-2019-accountability-framework.pdf

COMMENTS

The purpose of the accountability framework is to guide the achievement of TPL's strategic plan from 2016 to 2019, and the development, monitoring and reporting of progress for each of the four years. The accountability framework includes three tools: logic models, the balanced scorecard, and strategic plan dashboard.

The accountability framework 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; and
- an internal tool to advance a shared understanding of TPL's strategic priorities and public service outcomes to guide the work of staff.

Since the three accountability framework tools were approved, staff have further developed outcomes, performance indicators, and targets to measure the outcomes of the strategic plan. In developing key performance indicators (KPIs) and outcomes, measures and tools used in the broader public library community were leveraged to support comparability.

Logic Model: Outcomes and Key Activities (Attachments 1 and 2)
Toronto Public Library's 2016-2019 Strategic Plan will advance six broad outcomes that will be measured by a key performance indicator for increased use and customer reported benefits:

1. Torontonians have convenient access to a full range of library services through integrated digital platforms, and exceptional experiences at their every point of need.
2. Torontonians from all walks of life have easy, local access to the library services they want and need.
3. Torontonians have increased access to current and emerging technology, training and expertise to promote digital literacy and inclusion.
4. Torontonians will have continuous, lifelong and self-directed learning opportunities to develop multiple literacies that support health, education, employment and entrepreneurship and to enhance their quality of life.
5. Torontonians have improved access to local and city wide cultural experiences to support discover and creative expression, foster cross- cultural understanding and enhance social and community connections.
6. Torontonians experience exceptional, efficiently managed customer services how, when and where they want and need them; TPL's organizational, digital and branch infrastructure support the delivery of strategic outcomes; Library staff have the skills and competencies to support excellent service delivery; and TPL has the financial resources to deliver strategic outcomes.

The system-level logic model establishes overarching outcomes for Torontonians for each of six strategic priorities. The outcomes describe the benefit of library service for Torontonians. They are informed by the results of an environmental scan, and public and staff consultation for the strategic plan. The logic model also includes key activities to advance each priority.

Generally, key activities support the achievement of the outcomes by raising awareness of Library services and programs, removing a barrier to access, or increasing the service level for library customers.

A set of six priority-level logic models has also been developed as an internal tool to describe program-level activities, outcomes, and to identify where outcomes increase the impact of specific City of Toronto strategies.

Outcomes will be measured by use, and by customer-reported satisfaction and benefits of the service.

The establishment of shared performance indicators will help the Library understand how the services being offered are reaching the community, and how they benefit Library users in changing their awareness, knowledge, skills, attitudes, and behaviours. As the logic models are implemented and outcomes measured, the Library will have increased capacity to:

- assess the scope, reach, and quality of library services and programs;
- inform service planning and adjust programs, resources and partnerships in order to achieve the outcomes;
- understand and advocate for the programs and services of most value to Torontonians; and
- link the outcomes of library programs and services to the larger-impact City initiatives and strategies.

2017 is a transformative year for Toronto Public Library where services will be developed, reviewed and measured against outcome statements. Attachment 2.1 includes an example of two programs, Wi-Fi Hotspot Lending and Youth Hubs, where logic models and outcome statements resulted in concrete outcomes.

Balanced Scorecard: 2016 (Attachments 3 and 4)

The balanced scorecard is a tool to measure TPL's organizational transformation as it delivers on the objectives of the strategic plan across four perspectives: customer, operational, learning and growth, and financial.

Attachment 3 is a graphic of the key performance indicators.

Attachment 4 provides the 2016 results and targets for 2017. Targets for 2018/19 will be set as part of the process for developing the operating and capital budget submission and work plans.

The establishment and refinement of the balanced scorecard and KPIs will allow the Library to:

- monitor how staff, facilities, finance, and technology are advancing strategic plan outcomes through operational, learning and growth, and financial perspectives;
- identify in which perspective change or investment is required in order to meet the outcomes; and

- demonstrate in concrete terms the organizational transformation that has occurred to support the achievement of the Strategic Plan.

Strategic Plan: 2016-2017 Highlights (Attachment 5)
The highlights include the priorities, outcomes, sample activities, selected key performance indicators, with results from 2016 and targets for 2017.

Implementing the Accountability Framework
The strategic plan outcomes will provide a framework to guide service planning and evaluation, including the operating and capital budget submission:

- library staff will continue to define service standards for digital and technology services to advance and sustain the infrastructure as part of the facilities master plan and the 2018 and 2019 operating and capital budget submissions.
- Programs will be reviewed against outcomes statements beginning in 2017. Program targets will be established for program attendance for 2017-2019.
- Tools to measure benefits to the customer will be phased in beginning in 2017 starting with technology programs and services.
- A staff engagement survey will be conducted in 2017 and a competency--based training program will support the achievement of strategic objectives.

Effective implementation and monitoring of the strategic plan supports the Library Board in fulfilling the legislated mandate of creating a comprehensive and efficient public library service that reflects the community's unique needs.

CONTACT

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ATTACHMENTS

Attachment 1: Logic Model: Toronto Public Library Strategic Plan 2016-2019
Attachment 2: Logic Model: Toronto Public Library Strategic Plan 2016-2019 Priorities
Attachment 2.1: 2017 Outcomes
Attachment 3: Balanced Scorecard Graphic
Attachment 4: Strategic Plan 2016-2019: Balanced Scorecard Key Performance Indicators: 2016 Results and 2017 Targets
Attachment 5: Strategic Plan 2016-2019: 2016-2017 Highlights

SIGNATURE

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Vickery Bowles
City Librarian

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.

Priorities	Key Activities	Outcomes	Impact
Advancing TPL's digital platforms	Create and implement Digital Strategy	Torontonians have convenient access to a full range of library services through integrated digital platforms, and exceptional customer experiences at their every point of need.	Toronto Public Library contributes to the success of: Toronto Strong Neighbourhood Strategy 2020, Actions for Strong Neighbourhoods under five domains: Physical surroundings, Economic opportunities, Healthy lives, Social development, and Participation in civic decision-making. Toronto Public Library is a key partner in City of Toronto's Poverty Reduction Strategy in addressing the issues of service access and availability. Toronto Public Library supports the positive outcomes of City of Toronto's strategies for targeted population, including: Raising the Village, Measuring the Well-being of Children and Families in Toronto, Toronto Youth Equity Strategy, Toronto Newcomer Strategy, Toronto Seniors Strategy.
Breaking down barriers to access and driving inclusion	Increase awareness and engagement across library channels Identify and remove policy barriers to services Expand access to branches and community service points	Torontonians from all walks of life have easy, local access to the library services they want and need.	
Expanding access to technology and training	Provide access to bandwidth, current and emerging technology and training in library branches and community locations Allocate additional resources to sustain current and emerging technology Provide in-branch resources, space and technology to support experiential learning	Torontonians have increased access to current and emerging technology, training and expertise to promote digital literacy and inclusion.	
Establishing TPL as Toronto's centre for lifelong and self-directed learning	Develop and deliver new eLearning programs Provide resources and programs to support civic engagement Expand high quality out-of-school-time programs for children and youth	Torontonians have continuous, lifelong and self-directed learning opportunities to develop multiple literacies that support health, education, employment and entrepreneurship, and enhance their quality of life.	
Creating community connections through cultural experiences	Support readers of all ages and interests with diverse collections and readers advisory Create diverse and inclusive cultural programs and experiences Curate and digitize special collections	Torontonians have improved access to local and city-wide cultural experiences to support discovery and creative expression, foster cross-cultural understanding, and enhance social and community connections.	
Transforming for 21st century service excellence	Develop organizational structure and culture to support innovation and customer service excellence Dedicate staff resources and training to support key strategic areas Use technology to drive improvements in business processes and efficiency	Torontonians experience exceptional, efficiently managed customer services how, when, and where they want and need them; TPL's organizational, digital and branch infrastructure support the delivery of strategic outcomes; Library staff have the skills and competencies to support excellent service delivery; and TPL has the financial resources to deliver strategic outcomes.	

ACCESS

Toronto Public Library is a community asset that builds community capacity and improves Torontonians' well-being.

OPPORTUNITY

Torontonians have equitable support to learning and training, and gain the knowledge, multiple literacy skills and networks to enrich their education, work life and leisure experiences.

CONNECTIONS

Torontonians have access to programs and activities to support and enhance diverse cultural experiences, and library collections that reflect their cultural interests and needs.

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.

Priority 1	Sample Key Activities	Outcome	Impact
Advancing TPL's digital platforms	**Create and implement Digital Strategy** Develop policy framework that supports digital service delivery Create user friendly online experience Refresh TPL.ca Launch Mobile Account Extend online self-service Develop Digital platform for special collections Enhance Ready for Reading website for children ages 0-5 and their parents/caregivers Launch TPL Kids website for children ages 6-12 Develop Teens digital strategy	Torontonians have convenient access to a full range of library services through integrated digital platforms, and exceptional customer experiences at their every point of need.	Toronto Public Library contributes to the success of City of Toronto's key strategies, including: **City of Toronto Strategic Action 2013-2018**: 19. Improve Customer Service: Implementing technology that supports seamless customer service, constant innovation, a web-enabled City and enhances information security and privacy

Toronto Public Library Strategic Plan 2016-2019 Logic Model

Priority 2	Sample Key Activities	Outcome	Impact
Breaking down barriers to access and driving inclusion	**Increase awareness and engagement across library channels** Increase awareness of TPL services and programs through TPL branding **Identify and remove policy barriers to services** Provide library cards to vulnerable residents through new membership model Reduce fines and fees Improve accessibility and use of library space **Expand access to branches and community service points** Expand branch hours on Sunday and after hours Deliver mobile library service Advance community outreach and engagement	Torontonians from all walks of life have easy, local access to the library services they want and need.	Toronto Public Library contributes to the success of City of Toronto's key strategies, including: **City of Toronto Strategic Actions 2013-2018**: 25. Ensure State of Good Repair for infrastructure **TSNS2020:** Healthy Lives: Action 91: Promote awareness of Toronto Public Library branches as safe, inclusive, low-cost spaces and resources for everyone to use and enjoy. Social Development: Action 156. use Toronto Public Library meetings rooms and theatres for community organizations and arts group events Action 198: Increase access to library services in the neighbourhood through "fines forgiveness" for children and youth Physical surroundings: Action 246: Reduce fees and red tape to make it easier for residents to use City spaces for community activities (e.g. libraries) **Toronto Poverty Reduction Strategy:** Service Access: Action 4.2: Ensure user fees for social and community services do not create barriers for low-income users Action 4.3: Revise program registration, outreach, and delivery to ensure services are accessible to vulnerable residents

Toronto Public Library Strategic Plan 2016-2019 Logic Model

Priority 3	Sample Key Activities	Outcome	Impact
Expanding access to technology and training	**Provide access to bandwidth, current and emerging technology and training in library branches and community locations** Provide bandwidth, technology and service standards to promote access Develop new and emerging technologies training programs Provide range of programs to support digital literacy skills including safety, privacy, and use of online information **Allocate additional resources to sustain current and emerging technology** Expand WiFi Hotspot lending program **Provide in-branch resources, space and technology to support experiential learning** Enhance seven Learning Centres with creative software and tools Increase number of Digital Innovation Hubs Expand Pop Up Learning Labs that travel to library branches across the city	Torontonians have increased access to current and emerging technology, training and expertise to promote digital literacy and inclusion.	Toronto Public Library contributes to the success of City of Toronto's key strategies, including: **TSNS2020**: Economic opportunities: Action 26. Provide workstations/workspace, access to technology, and business development supports to small business owners and entrepreneurs at Toronto Public Library branches Action 38: Lend wifi hotspots to residents, to increase home-based internet access and digital literacy **Toronto Seniors Strategy**: Communications & Information: Recommendation 25: The City of Toronto will reduce technological barriers to information. Action 25a. The Toronto Public Library will develop and implement electronic information literacy programs for older adults that focus on Internet awareness, safety and new information technologies **Toronto Poverty Reduction Strategy:** Service Access: Action 4.1: Expand digital access and literacy to ensure residents can effectively access programs and services online

Toronto Public Library Strategic Plan 2016-2019 Logic Model

Priority 4	Sample Key Activities	Outcome	Impact
Establishing TPL as Toronto's centre for lifelong and self-directed learning	**Develop and deliver new eLearning programs** Develop eLearning Initiative **Provide resources and programs to support civic engagement** Create standardized approaches to program selection/distribution, partner intake, program development and evaluation Offer Small Business services and programs (Business Inc.) Provide Entrepreneur in the Library program Develop health, leisure and financial information programs **Expand high quality out-of-school-time programs for children and youth** Create Youth Hubs in 8 branches Develop Discovery Zone for children at FV, AB, NYCL Provide STEM, numeracy and creative writing programs for school-age children Offer Ready for Reading early literacy programs Develop Summer learning initiative	Torontonians have continuous, lifelong and self-directed learning opportunities to develop multiple literacies that support health, education, employment and entrepreneurship, and enhance their quality of life.	Toronto Public Library contributes to the success of City of Toronto's key strategies, including: **TSNS2020:** Economic Opportunities: Action 14: Provide small business training at Toronto Employment and Social Services offices and Toronto public Libraries Action 23 "Train entrepreneurs and job seekers to use new and emerging technologies and train residents in financial, digital, and print literacy Social Development: Action 176: Organize youth hubs at Toronto Public Library branches, to provide nutrition, homework support, and access to technology and nutrition Action 180: Deliver after-school programs for students in middle childhood in Toronto Public Library branches ("Discovery Zones") Action 181: Encourage early literacy and reading readiness among children aged five and under through interative learning and play centres for children and caregivers at Toronto Public Library Branches ("kidsSTOP Early Literacy" program) **Toronto Poverty Reduction Strategy:** Service Access: Action 5:3: Support growth in the number of high-quality, out-of-school-time programs for children and youth **Toronto Senior Strategy:** Community Support & Health Services: Action 11d: The Toronto Public Library will offer a dynamic mix of programs to address lifelong learning and skills development that support better health, financial management and sustainability

Toronto Public Library Strategic Plan 2016-2019 Logic Model

Priority 5	Sample Key Activities	Outcome	Impact
Creating community connections through cultural experiences	**Support readers of all ages and interests with diverse collections and readers advisory** Develop library collections that reflect the diverse interest of customers Improve access to indigenous materials, including digitizing indigenous manuscripts on microfilm **Create diverse and inclusive cultural programs and experiences** Develop and implement services and programs to support Toronto's Indigenous communities Create cultural programs, e.g., Cultural Hotspot, Civic Society, Writer-in-residence, Artist in the Library, Poetry Saved Our Lives, Make Some Noise, etc. Offer programs through digital media e.g. Live stream, Podcast, Telepresence, etc. Provide art exhibit space in TPL branches **Curate and digitize special collections** Digitize Special Collections	Torontonians have improved access to local and city-wide cultural experiences to support discovery and creative expression, foster cross-cultural understanding, and enhance social and community connections.	Toronto Public Library contributes to the success of City of Toronto's key strategies, including: **City of Toronto Strategic Actions 2013-2018:** #2. Invest in culture **TSNS2020**: Social Development: Action 156. use Toronto Public Library meetings rooms and theatres for community organizations and arts group events Action 171. Cultivate creativity, talent and arts skills in TSNS communities Action 175. utilize space at Toronto Public Library branches for local artists to display their work **Toronto Newcomer Strategy**: Supporting civic engagement and community capacity **Toronto Seniors Strategy**: Social Participation: Recommendation 10: The City of Toronto will ensure older Torontonians have equitable access to social and cultural programming Action 10b Toronto Public Library will purchase large print books, audio books and electronic media that appeal to older adults **Raising the Village**: Family Outcome: 10: Families belong to communities, and have the freedom to express, and opportunities to foster, their culture and identity

Toronto Public Library Strategic Plan 2016-2019 Logic Model

Priority 6	Sample Key Activities	Outcome	Impact
Transforming for 21st century service excellence	**Develop organizational structure and culture to support innovation and customer service excellence** Establish organizational structure that supports transformation and strategy Develop new Service Delivery Model Develop Master Facilities Plan Establish Accountability Framework **Dedicate staff resources and training to support key strategic areas** Provide staff training and development that supports strategic objectives Establish fundraising priorities that support the strategic plan **Use technology to drive improvements in business processes and efficiency** Develop Business Intelligence initiative (cloud analytics, mobile smart, open data)	Torontonians experience exceptional, efficiently managed customer services how, when, and where they want and need them; TPL's organizational, digital and branch infrastructure support the delivery of strategic outcomes; Library staff have the skills and competencies to support excellent service delivery; and TPL has the financial resources to deliver strategic outcomes.	Toronto Public Library contributes to the success of City of Toronto's key strategies, including: **City of Toronto Strategic Actions 2013-2018**: Good Governance: Organizational Excellence 18. Develop and implement a Workforce Plan 19. Improve customer service 20. Enhance performance measurement 21. Improve organizational excellence 24. Improve service and financial planning

Attachment 2-1

2017 Outcomes

Toronto Public Library's Poverty Reduction Initiatives

Wi-Fi Hotspot Lending Pilot Project

To address the Poverty Reduction Strategy's objective of *increasing service access and availability*, Toronto Public Library has offered Wi-Fi hotspot lending. Access to the internet and technology supports full participation in society, education, employment, government and community and is increasingly seen as a basic human right as more information and services are online. Public libraries are important access points for technology and, for some people, the public library is their only access to the internet. Public libraries promote digital inclusion and digital literacy including the safe use of the internet.

In partnership with the City and Google Canada, TPL offers hotspot lending in high needs areas of the City to *address an immediate need*. The hotspot lending program is offered in branches serving communities with a large number of low income households. The program is part of TPL's strategy to expand access to technology and digital literacy training across the City.

Toronto Public Library's Wi-Fi hotspot lending launched as a pilot project in 2016 with expectations for expansion in future years. The program provides hotspots for those who do not have internet access at home. The Wi-Fi Hotspot Lending Pilot Project is a year-long pilot study offering two 6-month phases. Phase 1 launched on June 1, 2016 and ended on November 30, 2016 and Phase 2 launched on February 1, 2017 and is scheduled to end on July 31, 2017.

2016 Results

Results from Phase 1 of the Wi-Fi Hotspot Lending Pilot illustrate that the project has been successful in extending internet service to low-income households previously without access.

- 68% of participants reported that their annual household income was below $30 000. The high cost of internet connectivity was clearly identified as a significant barrier with 79% of participants responding that it was the reason they did not have access at home.
- 50% of respondents indicated that it helped with educational goals and 36% indicated it helped with employment

Participant Feedback:

Participants were asked to share how no longer having access to high-speed internet at home would affect individuals in their household. Below are some of their responses.

"I'm a 70 year widower living alone with no hard line phone or cable in my rented apartment. The Wi-Fi hotspot was my lifeline in keeping in contact with family. I only a have a cell phone with no data, texting or messaging."

"It is a disadvantage especially when you work full-time and are looking for new employment and you don't have internet access at home. You can't keep track of your applications and you might miss on submitting to those companies which have strict deadlines. You also lose touch with family and friends from back home on social media because you are not online much."

"It will affect my daughter when it comes to school work. She's in French immersion and I don't speak French. I no longer will save as much on my grocery bill because I won't have internet to price match. It's harder to plan healthy meals for low income family."

Library Youth Hubs

To address the goal of the Poverty Reduction Strategy's objective *to improve access to high quality programs for children and youth*, library Youth Hubs were launched at Cedarbrae, York Woods, Maria A. Shchuka and Fairview. Two more Youth Hubs are scheduled to launch in 2017 at Albion and Barbara Frum bringing the total number to eight across the city.

Library Youth Hubs provide youth ages 13-19 with quality after-school homework help in math, science, English, French, and other subjects. Youth Hubs provide dedicated and flexible afterschool space for youth to gather together, obtain tutoring, develop digital innovation skills, attend workshops and enjoy available snacks. Youth who visit the Hubs feel ownership of the space and value the services provided.

Youth hubs offer five sessions per week on weekdays from 3:30 pm to 7:00 pm for 3.5 hours each day and 17.5 hours total per week. The Youth Hubs are frequently over capacity.

2016 Results

- The Youth Hubs offered 32,77.5 program hours
- Youth made 24,945 visits to the Hubs
- 1,647 youth received homework help from placement students and volunteers
    - Placement students and volunteers made 1,627 visits and contributed 6,178 hours
    - The Youth Hubs offered 386 programs

A survey of youth participants showed that

- 71% of youth feel safe attending the program
- 78% of youth agree they are comfortable asking the coordinator or tutors for help
- 55% of respondents agree that they have made new friends at the Youth Hub

Toronto Public Strategic Plan 2016–2019 Balanced Scorecard

CUSTOMER PERSPECTIVE

KEY PERFORMANCE INDICATORS
Total number of active members
Total use per capita
Total visits
Total virtual visits
In-branch technology utilization rate: Wireless and workstation (user sessions)
Program attendance: Learning programs (ESL + Literacy + User Education)
Program attendance: Technology training programs
Program attendance: Cultural programs
# of branches providing regular after-school club programs
Electronic circulation
Physical circulation
User satisfaction: Overall; in-branch technology; staff knowledge; staff helpfulness

OPERATIONAL PERSPECTIVE

KEY PERFORMANCE INDICATORS
Total Open Hours
# of Sunday branches (September to June)
# of NIA Sunday branches (September to June)
# of Sunday branches (Year-round)
# of items digitized annually

LEARNING & GROWTH PERSPECTIVE

KEY PERFORMANCE INDICATORS
Logic Models and evaluation frameworks developed for strategic priorities
Spending in staff development: Total
Spending in staff development: Average per staff
% of staff who report they have the skills and training to meet service delivery outcomes
% of staff who report high levels of engagement

FINANCIAL PERSPECTIVE

KEY PERFORMANCE INDICATORS
Cost per use
Operating expenditures (gross)
Operating expenditures per capita
Operating expenditures for electronic materials
Operating expenditures on technology asset management program (TAMP)
Capital expenditure on TAMP and Virtual Branch Services
Total net funding
Total funding per capita
Total funding from TPL Foundation

TORONTO PUBLIC LIBRARY

Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators

2016 Results & 2017 Targets

Customer Perspective						
	Key Performance Indicator	**2015 Result**	**2016 Result**	**% change 2016-2015**	**2017 Target**	**Influencing Factors**
1	Total number of active members	682,949	671,150	-1.73%	700,000	2017–2019 Changes in circulation policies: Return to fines based on cardholder type & decrease in fines; Visitor card in Oct. 2017, followed by Access card
2	Total use per capita	36.1	36.1	0.00%	35.5	Usage impacted by 2017 closure of NYCL
3	Total Visits[1]	18,153,058	18,232,347	0.44%	17,197,414	Usage impacted by 2017 closure of NYCL
4	Total virtual visits[2]	31,248,327	32,850,811	5.13%	34,493,352	Increase because of Digital Platform: e-learning
5	In-branch technology utilization rate: wireless and workstations (user sessions)[3]	9,919,850	10,450,256	5.35%	10,148,642	2017: Impact of NYCL closure

[1] Indicator changed from "Visits per capita" to "Total Visits."
[2] Indicator changed from "Virtual Visits per capita" to "Virtual Visits."
[3] Replaced "In-branch technology utilization rate: internet access workstation per 100,000 population" and "In-branch technology utilization rate: wireless connections per capita" with "In-branch technology utilization rate: wireless and workstations (user sessions)."

TORONTO PUBLIC LIBRARY

Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators

2016 Results & 2017 Targets

Customer Perspective						
	Key Performance Indicator	**2015 Result**	**2016 Result**	**% change 2016-2015**	**2017 Target**	**Influencing Factors**
6	Program attendance: Learning programs (ESL + Literacy + User Ed excluding technology training)[4]	128,185	123,360	-3.76%	117,192	Programs reviewed against outcomes for the strategic plan
7	Program attendance: Technology training programs[5]	18,526	24,868	34.23%	23,625	Programs reviewed against outcomes for the strategic plan
8	Program attendance: Cultural programs[6]	627,360	654,394	4.31%	621,674	Programs reviewed against outcomes for the strategic plan
9	# of branches providing regular After-School Club programs from September to June[7]	TBD	37	TBD	TBD	Needs assessment to establish number of locations

[4] Indicator changed from "Utilization rate (program capacity): learning programs (ESL + Literacy + User Ed + lifelong learning)" to "Program attendance: Learning programs (ESL + Literacy + User Ed excluding technology training)."

[5] Indicator changed from "Utilization rate of technology training programs" to "Program attendance: Technology training programs."

[6] Indicator changed from "Utilization rate of cultural programs" to "Program attendance: Cultural programs."

[7] Indicator changed from "# of branches providing regular after-school programming from September to June" to "# of branches providing regular after-school club programs from September to June."

Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators

2016 Results & 2017 Targets

Customer Perspective						
	Key Performance Indicator	**2015 Result**	**2016 Result**	**% change 2016-2015**	**2017 Target**	**Influencing Factors**
10	Electronic circulation (Downloads and Streamed Content)[8]	4,395,657	5,024,490	14.31%	5,643,676	eCirculation increasing
	Physical circulation	28,110,306	26,886,087	-4.36%	24,888,669	Physical circulation trending down; NYCL closure in 2017
11	User satisfaction: overall	Measurement tool to be developed				
12	User satisfaction: in-branch technology (computers, software, Wi-Fi)					
13	User satisfaction: Knowledge of staff					
	User satisfaction: Helpfulness of staff					

[8] Changed from "Turnover rate of circulating items" to "Electronic circulation (Downloads and Streamed Content)" and "Physical circulation" and moved from Operational Perspective to Customer Perspective.

TORONTO PUBLIC LIBRARY

Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators

2016 Results & 2017 Targets

Operational Perspective						
	Performance Indicator[9] [10]	**2015 Result**	**2016 Result**	**% change 2016-2015**	**2017 Target**	**Influencing Factors**
1	Total Open Hours	269,672.35	272,437.50	1.03%	273,492.45	2017: Sunday summer hours at 6 additional branches
2	# of Sunday branches (September to June)	27	33	22.22%	33	2017 actual: 34 branches (BY & LO open for NYCL closure)
3	# of NIA Sunday branches (September to June)	8	10	25.00%	11	Added YW
4	# of Sunday branches (Year-round)	0	8	n/a	14	2017 actual: 16 branches (BY, CE & LO open for NYCL closure; 6 Sunday branches added: ACD, BF, BR, FV, SWS, YW)
5	# of items in TPL collections digitized in reporting year[11]	224,037	331,133	47.80%	333,774	

[9] "# of NIA Sunday branches (Year-round)" deleted.

[10] "Turnover rate of circulating items" replaced by "Electronic circulation (Downloads and Streamed Content)" and "Physical circulation" and moved to Customer Perspective.

[11] Changed from "% of Special Collections that are digitized" to "# of items in TPL collections digitized in reporting year."

Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators

2016 Results & 2017 Targets

Learning & Growth Perspective						
	Performance Indicator	**2015 Result**	**2016 Result**	**% change 2016-2015**	**2017 Target**	**Influencing Factors**
1	Logic Models and evaluation frameworks developed for strategic priorities	n/a	Logic Models in development	n/a	Logic Models developed	
2	Spending in staff development: Total	$346,282.00	$417,761.00	20.64%	$417,761.00	Maintain status quo More online training offered
	Spending in staff development: Average per staff	$216.88	$258.49	19.19%	$258.49	Maintain status quo No extra funding
3	% of staff who report they have the skills and training to meet service delivery outcomes	Measurement tool to be developed				
4	% of staff who report high levels of engagement					

TORONTO PUBLIC LIBRARY

Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators

2016 Results & 2017 Targets

Financial Perspective						
	Performance Indicator	**2015 Result**	**2016 Result**	**% change 2016-2015**	**2017 Target**	**Influencing Factors**
1	Cost per use	$1.85	$1.88	1.55%	$1.95	Impacted by 2017 closure of NYCL
2	Operating expenditures (Gross)	$188,853,055	$194,854,274	3.18%	$199,047,202	
	Operating expenditures per capita	$66.82	$67.75	1.40%	$69.21	
3	Operating expenditures for electronic materials	$4,749,402	$5,827,922	22.71%	$4,366,932	
4	Operating expenditures on technology and digital services division[12]	$10,804,215	$11,461,637	6.08%	$11,944,579	
	Capital expenditure on TAMP and Virtual Branch Services	$6,590,331	$6,096,556	-7.49%	$7,759,708	
5	Total net funding	$172,179,385	$177,075,021	2.84%	$179,051,787	
	Total net funding per capita	$60.92	$61.57	1.07%	$62.26	
6	Total funding from TPL Foundation	$1,904,357	$2,541,663	33.47%	$3,000,000	

[12] "Operating expenditures for digital technology" replaced by "Operating expenditures on technology and digital services division" and "Capital expenditure on TAMP and Virtual Branch Services."

Attachment 5

Strategic Plan 2016–2019: 2016–2017 Highlights

Priority 1: ADVANCING TPL'S DIGITAL PLATFORMS

Outcome: Torontonians have convenient access to a full range of library services through integrated digital platforms, and exceptional customer experiences at their every point of need.

Sample Activities:

2016

- Removed fee for online fine payment
- Delivered full online presence for children's services ages birth to 5
- Made high-use pages mobile friendly

2017

- Deliver mobile Your Account pages
- Deliver online card registration service

Key Performance Indicator:

- **Total virtual visits***
  2015: 31,248,327
  2016: 32,850,811
  2017: 34,493,352 (target)
  Change 2016/2015 = +5.13%

Impact: Toronto Public Library contributes to the success of City of Toronto's key strategies, including:
City of Toronto Strategic Action 2013-2018:

- 19. Improve Customer Service: Implementing technology that supports seamless customer service, constant innovation, a web-enabled City and enhances information security and privacy.

* Balanced Scorecard Key Performance Indicator

Priority 2: BREAKING DOWN BARRIERS TO ACCESS AND DRIVING INCLUSION

Outcome: Torontonians from all walks of life have easy, local access to the library services they want and need.

Sample Activities:

2016

- Expanded Sunday service from 27 to 33 branches
- Reduced fines

2017

- Expand Sunday service from 33 to 38 branches
- Launch new Sunday programming for children at 13 branches
- Establish evaluation framework for Customer Experience

Key Performance Indicators:

- **Total visits***
  2015: 18,153,058
  2016: 18,232,347
  2017: 17,197,414 (target)
  Change 2016/2015 = +0.44%

- **Total Open Hours***
  2015: 269,672.35
  2016: 272,437.50
  2017: 273,492.45 (target)
  Change 2016/2015 = +1.03%

- **Sunday visits**
  2015: 497,070
  2016: 551,130
  2017: 578,687 (target)
  Change 2016/2015 = +10.88%

Impact: Toronto Public Library contributes to the success of City of Toronto's key strategies, including:
TSNS2020:

- Healthy Lives: Action 91: Promote awareness of Toronto Public Library branches as safe, inclusive, low-cost spaces and resources for everyone to use and enjoy.
- Social Development: Action 198: Increase access to library services in the neighbourhood through "fines forgiveness" for children and youth.
- Physical surroundings: Action 246: Reduce fees and red tape to make it easier for residents to use City spaces for community activities (e.g. libraries).

Toronto Poverty Reduction Strategy:

- Service Access: Action 4.2: Ensure user fees for social and community services do not create barriers for low-income users.
- Action 4.3: Revise program registration, outreach, and delivery to ensure services are accessible to vulnerable residents.

* Balanced Scorecard Key Performance Indicator

Priority 3: EXPANDING ACCESS TO TECHNOLOGY AND TRAINING

Outcome: Torontonians have increased access to current and emerging technology, training and expertise to promote digital literacy and inclusion.

Sample Activities

2016

- 46% increase in technology training programs offered
- Launched wireless hotspot lending program
- Expanded access to wireless through 24/7 availability and extended open hours
- Expanded access to computers through extended open hours

2017

- Expand wireless hotspot lending program
- Increase number of Digital Innovation Hubs from three to six
- Expand types of digital literacy programs available
- Develop and test the Technology Service Assessment Toolkit to establish standards, benchmarks and outcomes

Key Performance Indicators:

- **In-branch use of wireless and workstations (user sessions)***
  2015: 9,919,850
  2016: 10,450,256
  2017: 10,148,642 (target)
  Change 2016/2015 = +5.35%

Impact: Toronto Public Library contributes to the success of City of Toronto's key strategies, including:

TSNS2020:

- Economic opportunities: Action 26. Provide workstations/workspace, access to technology, and business development supports to small business owners and entrepreneurs at Toronto Public Library branches; Action 38: Lend WiFi Hotspots to residents to increase home-based internet access and digital literacy.

Toronto Seniors Strategy:

- Communications & Information: Recommendation 25: The City of Toronto will reduce technological barriers to information.

Toronto Poverty Reduction Strategy:

- Service Access: Action 4.1: Expand digital access and literacy to ensure residents can effectively access programs and services online.

* Balanced Scorecard Key Performance Indicator

Priority 4: ESTABLISHING TPL AS TORONTO'S CENTRE FOR LIFELONG AND SELF-DIRECTED LEARNING

Outcome: Torontonians have continuous, lifelong and self-directed learning opportunities to develop multiple literacies that support health, education, employment and entrepreneurship, and enhance their quality of life.

Sample Activities:

2016

- Introduced two new eLearning tools: Lynda.com; Gale Courses
- Added two new Youth Hubs
- Developed and delivered three Pop-Up Learning Labs

2017

- Expand high quality out-of-school-time programs for children and youth
- Establish evaluation framework for key programs

Key Performance Indicator:

- **Learning program attendance***
  2015: 128,185
  2016: 123,360
  Change 2016/2015 = -3.76%

Impact: Toronto Public Library contributes to the success of City of Toronto's key strategies, including:

TSNS2020:

- Social Development: Action 176: Organize Youth Hubs at Toronto Public Library branches, to provide nutrition, homework support, and access to technology and nutrition; Action 180: Deliver after-school programs for students in middle childhood in Toronto Public Library branches ("Discovery Zones").

Toronto Poverty Reduction Strategy:

- Service Access: Action 5:3: Support growth in the number of high-quality, out-of-school-time programs for children and youth.

Toronto Senior Strategy:

- Community Support & Health Services: Action 11d: The Toronto Public Library will offer a dynamic mix of programs to address lifelong learning and skills development that support better health, financial management and sustainability.

* Balanced Scorecard Key Performance Indicator

Priority 5: CREATING COMMUNITY CONNECTIONS THROUGH CULTURAL EXPERIENCES

Outcome: Torontonians have improved access to local and city-wide cultural experiences to support discovery and creative expression, foster cross-cultural understanding, and enhance social and community connections.

Sample Activities

2016

- Launched Musical Instrument Lending Library
- Expanded Museum + Arts Pass program to include enriched access for students and Syrian newcomers
- 4.8% of Special Collections digitized

2017

- Enhance Readers' Advisory online
- Work with Indigenous communities to develop culturally relevant programs and services

Key Performance Indicator

- **Cultural program attendance***
  2015: 627,360
  2016: 654,394
  Change 2016/2015 = +4.31%

Impact: Toronto Public Library contributes to the success of City of Toronto's key strategies, including:

City of Toronto Strategic Actions 2013-2018:

- 2. Invest in culture

TSNS2020:

- Social Development: Action 171; Cultivate creativity, talent and arts skills in TSNS communities

Toronto Newcomer Strategy:

- Supporting civic engagement and community capacity.

* Balanced Scorecard Key Performance Indicator

Priority 6: TRANSFORMING FOR 21st CENTURY SERVICE EXCELLENCE

Outcome: Torontonians experience exceptional, efficiently managed customer services how, when, and where they want and need them; TPL's organizational, digital and branch infrastructure support the delivery of strategic outcomes; library staff have the skills and competencies to support excellent service delivery; and TPL has the financial resources to deliver strategic outcomes.

Sample activities:

2016

- Engaged City for funding to support budget enhancements related to Toronto Poverty Reduction Strategy
- 1.1% budget increase which included Toronto Poverty Reduction initiatives
- 92% of Strategic Plan 2016 work plan achieved
- Implemented new organizational structure
- Developed Role of the Librarian curriculum
- Implemented staff registration site for training
- 41% increase in staff training programs conducted

2017

- Implement online customer registration
- Develop plans for organizational initiatives that enhance customer experience
- Update Service Delivery Model to reflect strategic outcomes and changing requirements for library service
- Advance Digital Strategy
- Develop facilities master Plan
- Develop logic models for strategic priorities and programs
- Roll out staff engagement survey
- Introduce competency-based training to support strategic plan outcomes
- Seek capital projects funding to achieve efficiencies in the operating budget

Key Performance Indicators:

- **Total use per capita***
  2015: 36.1
  2016: 36.1
  2017: 35.5 (target)
  Change 2016/2015 = 0%

- **Total staff training program attendance**
  2015: 3,370
  2016: 5,817
  2017: 5,900 (target)
  Change 2016/2015 = +73%

- **Cost per use***
  2015: $1.88
  2016: $1.87
  2017: $1.95 (target)
  Change 2016/2015 = -0.53%

- **Total funding from TPL Foundation***
  2015: $2,699,727
  2016: $3,448,759
  2017: $3,000,000 (target)
  Change 2016/2015 = +28%

Impact: Toronto Public Library contributes to the success of City of Toronto's key strategies, including:
City of Toronto Strategic Actions 2013-2018:

- Good Governance: Organizational Excellence: 18. Develop and implement a Workforce Plan; 19. Improve customer service; 20. Enhance performance measurement; 21. Improve organizational excellence; 24. Improve service and financial planning.

* Balanced Scorecard Key Performance Indicator