Strategic Plan Accountability Framework Update

Toronto Public Library Board

June 19, 2017

Boardroom, Toronto Reference Library

TORONTO PUBLIC LIBRARY

Overview

The Accountability Framework consists of three tools to develop, monitor and report on progress:

1. **Logic Model**: links priorities with outcomes and activities
2. **Balanced Scorecard**: monitors organizational capacity to deliver strategic plan outcomes across four perspectives
3. **Dashboard visualization**: a public-facing reporting tool

1. Logic Models

System-level logic model sets overarching outcomes for Torontonians for six strategic priorities

Six priority-level logic models establish program-level activities and outcomes, and link outcomes to **City initiatives and strategies**

Program-level logic models identify and measure more granular activities, outcomes and impacts

Key activities advance each priority by:

- **raising awareness** of a Library services or program
- **removing a barrier** to access, or
- **increasing the service level** for Library customers

2. Balanced Scorecard

Measures organizational transformation with **Key Performance Indicators** across four perspectives:

- Customer
- Operational
- Learning and Growth
- Financial

3. Dashboard

Provides a **visualization of results** and progress against the Strategic Plan priorities, and includes:

- Outcome Statement
- Sample Activities
- Key Outcome Measures: Results against targets
  - Percentage Increase Use
  - Customer Benefit
- Key highlights for the year

Where are we today with the Accountability Framework

Working towards operationalizing the Framework

Logic Models

- System-level and priority-level completed; program-level in development
- Staff training and support ongoing

Balanced Scorecard

- All KPIs identified and refined
- Some measures operationalized; other measures being phased in

Dashboard

- Outcome statements and measures have been identified
- 2019 targets in development
- Tools to measure outcomes in development

2016 Results

Provides a **consolidated view of progress to date**

Primary Outcome Measures linked to Balanced Scorecard:

- Percentage **increase in overall use**
- Customer-reported **benefits of services**

Also shows **2017 targets**

Priority 1

Advancing our **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.

Priority 1

Advancing our **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 age birth to 5
- Delivered high-use mobile-friendly pages
- Launched Digital Privacy initiative
- Developed Digital Strategy

2017

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

Priority 1 Advancing our **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 age birth to 5
- Delivered high-use mobile-friendly pages
- Launched Digital Privacy initiative
- Developed Digital Strategy

2017

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

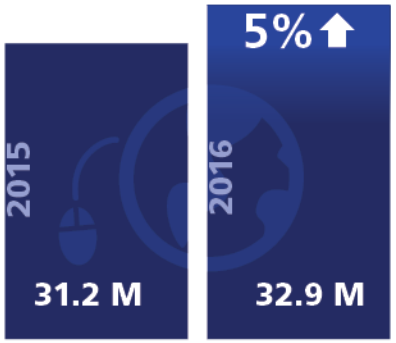
PRIMARY OUTCOME MEASURES

PERCENTAGE INCREASE IN USE

Total Virtual Visits

2015: 31,248,327
2016: 32,850,811
2017: 34,493,352

34.5 M
(2017 target)



CUSTOMER BENEFIT

Customer satisfaction with online services

Priority 1 Advancing our **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 age birth to 5
- Delivered high-use mobile-friendly pages
- Launched Digital Privacy initiative
- Developed Digital Strategy

2017

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

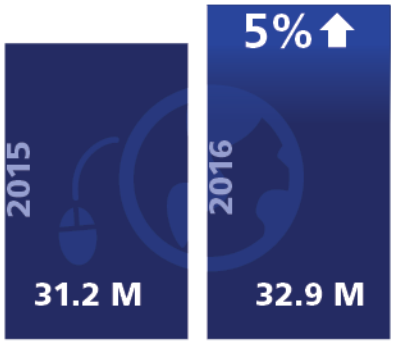
PRIMARY OUTCOME MEASURES

PERCENTAGE INCREASE IN USE

Total Virtual Visits

2015: 31,248,327
2016: 32,850,811
2017: 34,493,352

34.5 M
(2017 target)



CUSTOMER BENEFIT

Customer satisfaction with online services

HIGHLIGHTS FROM 2016

35% of tpl.ca use through mobile friendly pages

36%↑ use of online payment

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
- Completed embedded (community) librarian pilot

2017

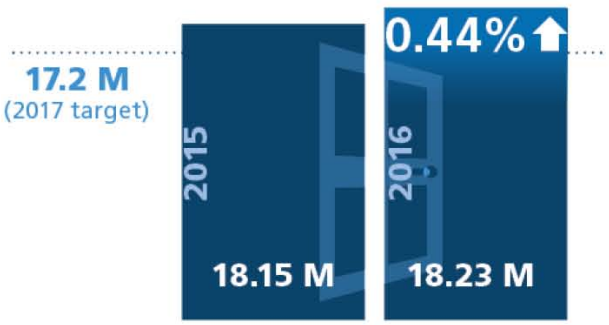
- Expand Sunday service from 33 to 38 branches
- Launch new Sunday programming for children at 13 branches
- Establish evaluation framework for Customer Experience

PRIMARY OUTCOME MEASURES

PERCENTAGE INCREASE IN USE

Total Visits

2015: 18,153,058
2016: 18,232,347
2017: 17,197,414



CUSTOMER BENEFIT

Customer satisfaction with new Sunday programs

HIGHLIGHTS FROM 2016

22%↑ branches open Sunday

11%↑ Sunday visits

500 Syrian refugees attended hotel-based TPL children's programs

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

- Launched WiFi Hotspot Lending Program
- Expanded access to wireless through 24/7 availability and extended open hours
- Developed and delivered 3 Pop Up Learning Labs

2017

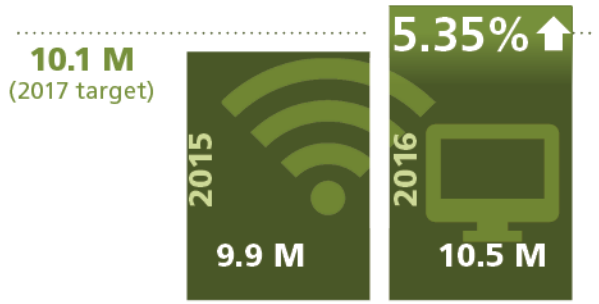
- Expand WiFi Hotspot lending program
- Increase number of Digital Innovation Hubs from 3 to 6
- Expand types of digital literacy programs available
- Develop and test the Technology Service Assessment Toolkit to measure outcomes

PRIMARY OUTCOME MEASURES

PERCENTAGE INCREASE IN USE

In-branch use of wireless and workstations (user sessions)

2015: 9,919,850
2016: 10,450,256
2017: 10,148,642



CUSTOMER BENEFIT

User satisfaction with in-branch technology

HIGHLIGHTS FROM 2016

- **46%** technology training programs offered
- **189** WiFi Hotspots borrowed
- **12,000** visitors attended Maker Festival at TRL

Priority 4

Establishing TPL as Toronto's centre for **lifelong and self-directed learning**

OUTCOME

Torontonians will 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

- Two new eLearning tools introduced: Lynda.com, Gale Courses
- Added two new Youth Hubs
- Launched pilot project with Chang School at Ryerson to offer business courses

2017

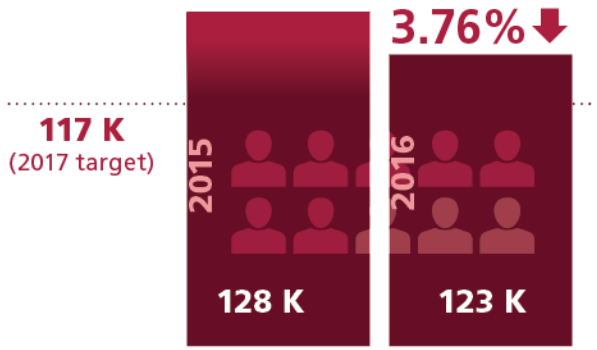
- Expand high quality out-of-school-time programs for children and youth
- Establish evaluation framework for key programs

PRIMARY OUTCOME MEASURES

PERCENTAGE INCREASE IN USE

Learning program attendance

2015: 128,185
2016: 123,360
2017: 117,192



CUSTOMER BENEFIT

Customers report that TPL learning opportunities successfully support their literacy, education, work and quality of life

HIGHLIGHTS FROM 2016

37 branches offered After School Club programs

254%↑ visits to Youth Hubs

21 new summer camps introduced

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
- Launched Chinese Canadian Archive
- Partnered with Myseum to present Cosmopolis Toronto exhibit and programs at 18 branches

2017

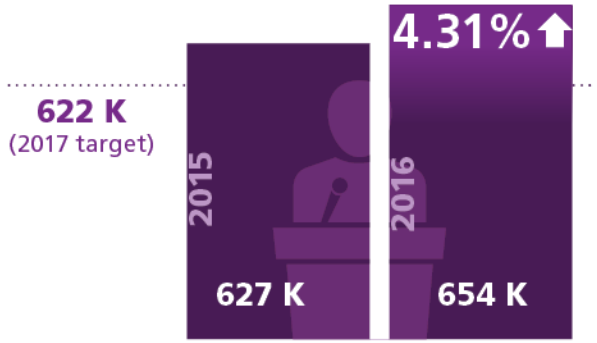
- Enhance Readers' Advisory online
- Work with Indigenous communities to develop culturally relevant programs

PRIMARY OUTCOME MEASURES

PERCENTAGE INCREASE IN USE

Cultural program attendance

2015: 627,360
2016: 654,394
2017: 621,674



CUSTOMER BENEFIT

% of customers who report a high level of satisfaction with TPL cultural and literary programming

HIGHLIGHTS FROM 2016

4.8% of Special Collections digitized

10 branches hosted Artist in the Library program

421 submissions to Young Voices Magazine of Teen Writing and Visual Art

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 supports 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

- Implemented new organizational structure
- Implemented staff training online registration site

2017

- Develop Facilities Master Plan
- Introduce competency-based training to support strategic plan outcomes

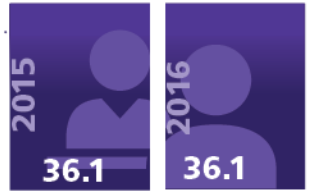
PRIMARY OUTCOME MEASURES

CUSTOMER PERSPECTIVE

Percentage increase in total use per capita

2015: 36.1
2016: 36.1
2017: 35.5

35.5 (2017 target)

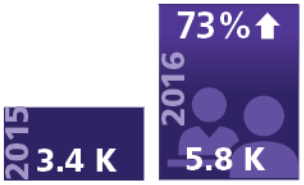


LEARNING AND GROWTH PERSPECTIVE

Percentage increase in staff training program attendance

2015: 3,370
2016: 5,817
2017: 5,900

5.9 K (2017 target)

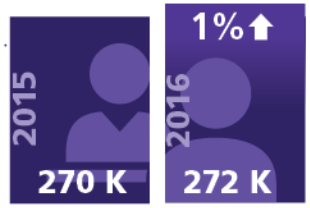


OPERATIONAL PERSPECTIVE

Percentage increase in total open hours

2015: 269,672
2016: 272,437
2017: 273,492

234 K (2017 target)

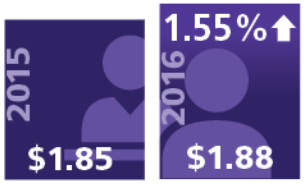


FINANCIAL PERSPECTIVE

Percentage decrease in cost per use

2015: $1.85
2016: $1.88
2017: $1.95

$1.95 (2017 target)



HIGHLIGHTS FROM 2016

3%↑ new library memberships

92% Strategic Plan 2016 Work Plan achieved

100 branches implemented People Counter technology

41%↑ staff training programs delivered

1.1%↑ operating budget (including Toronto Poverty Reduction initiatives)

33.5%↑ contribution from TPL Foundation

Next Steps

Operationalize the Framework: Implement ongoing evaluation of programs and services against outcomes to support continuous improvement

- Develop program-level logic models
- Tools to measure Balanced Scorecard KPIs
- Tools to measure Customer Benefit

June	2019 Targets to align with 2018 operating and capital budget submissions
November	2018/2019 Work Plan and targets for board approval
April (2018)	Dashboard with 2017 results and 2019 targets

Thank You

Elizabeth Glass

Director, Policy, Planning and Performance Management
eglass@torontopubliclibrary.ca

Linda Hazzan

Director, Communications, Programming and Customer Engagement
lhazzan@torontopubliclibrary.ca