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tpl : toronto public library

STAFF REPORT
INFORMATION ONLY

2022 Enterprise Balanced Scorecard - Progress Update

Date: September 19, 2022

To: Toronto Public Library Board

From: City Librarian

SUMMARY

The purpose of this report is to provide a mid-year progress update on Toronto Public Library's (TPL's) 2022 Enterprise Balanced Scorecard.

The 2022 scorecard monitors progress towards advancing the strategic plan's priorities and outcomes and enables the adjustment of annual plans as necessary.

The strategic objectives on the 2022 scorecard are unchanged, in order to maintain consistency throughout TPL's four-year Strategic Plan.

This progress update includes mid-year status and year-end projections on the 2022 scorecard (see Attachment 1).

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 agrees with it.

ALIGNMENT WITH STRATEGIC PLAN

TPL uses a strategy map and balanced scorecard to measure and evaluate the progress towards advancing the 2020-2024 strategic plan's priorities and outcomes.

The strategy map illustrates the Library's overall objectives for 2020-2024 and how the objectives relate to one another. TPL's Enterprise Balanced Scorecard translates the five strategic plan priorities into 13 objectives across four perspectives. It shows how the Library aligns its resources and builds capacity through learning and growth and internal business processes to deliver against the strategic plan's priorities and outcomes.

Each objective has key performance indicators (KPIs) that measure and evaluate the progress towards advancing the 2020-2024 strategic plan's priorities and outcomes. KPIs are re-examined on an annual basis and can change over time to ensure they continue to be achievable, relevant and effective in measuring towards the strategic objectives.

Finally, the strategic initiatives identified in TPL's 2022 enterprise balanced scorecard reflect TPL's 2022 Action Plan shared with the Library Board, at its April 2022 meeting.

EQUITY IMPACT STATEMENT

The Library's strategic plan includes a number of objectives that have a positive impact on equity-deserving groups, for example:

- Provide quality accessible & inclusive public spaces
- Increase access to technology and digital literacy
- Facilitate access to information, information literacy & civic engagement

The balanced scorecard positively impacts the delivery of these objectives through effective measurement and tracking.

DECISION HISTORY

At its November 25, 2019 meeting, the Library Board directed staff to develop a balanced scorecard, key performance indicators and associated activities for Board approval in early 2020.

At its February 24, 2020 meeting, the Library Board approved the strategy map and the scorecard template and directed staff to develop and implement the scorecard and provide an annual update of the 2020 scorecard in early 2021.

At its June 22, 2020 meeting, the Library Board received the *2020-2024 Strategic Plan: COVID-19 Impact Analysis and Communications Plan – Update* that provided a report of staffs' analysis of COVID-19 impact and enablers on the 2020-2024 Strategic Plan's five priorities.

At its November 16, 2020 meeting, the Library Board received the *TPL Board Education - Implementation of Strategic Plan Execution Roadmap* presentation that provided an overview of TPL's strategic plan execution roadmap.

At its January 25, 2021 meeting, the Library Board received the *Strategic Plan Execution Roadmap and 2021 Action Plan* report that provided an overview of how TPL plans to achieve the outcomes of its strategic plan over the next four years:

At its April 26, 2021 meeting, the Library Board received the *2020 and 2021 Enterprise Balanced Scorecards* report, reviewed the progress made in 2020, and approved TPL's 2021 scorecard.

At its September 27, 2021 meeting, the Library Board received the *2021 Enterprise Balanced Scorecard – Progress Update* report, and reviewed the mid-year progress made in 2021.

At its April 25, 2022 meeting, the Library Board received the *2021 and 2022 Enterprise Balanced Scorecards* report, reviewed the year-end results for 2021, and approved TPL's 2022 scorecard. The Library Board also received an update to the Strategic Plan Execution Roadmap and 2022 Action Plan report that provided an overview of how TPL plans to achieve the outcomes of its strategic plan over the next four years.

COMMENTS

In first half of 2022, COVID-19 continued to have an impact on library programs and services. TPL has been nimble while remaining focused on achieving the strategic plan's goals. The library continues to plan, prioritize and implement critical projects.

Due to the ongoing pandemic, staff could not establish baseline for some key performance indicators. As a result, some indicators will not have targets set for 2022 but they will have targets in 2023 and 2024.

To summarize TPL's mid-year progress:

- 9 objectives are on track; 3 are nearly on track; and 1 is off track.
- Of the 4 objectives that are not on track, 2 are expected to remain constant and 2 are expected to further decline by the end of the year.
- Information on KPI progress and TPL's response to objectives that are not on track is provided in Table 1.

Table 1. Response to objectives that are "slightly off track" or "off-track"

Objective	Relevant KPI(s)	Mid-Year Progress	Response
C2. Increase access to technology and digital literacy	C2.3 Digital inclusion initiatives to support equity deserving groups and vulnerable populations	This objective is slightly off track due to lower than expected usage of computer workstations and Wi-Fi resulting from branch closures and reduced service levels from the pandemic.	Expected to continue to trend down for the year-end.
C5. Deliver exceptional customer experiences	C5.2 Customer satisfaction with the helpfulness of library staff C5.3 Customer satisfaction overall	This objective is slightly off track due to the delay in the enterprise customer survey resulting from the pandemic and re-prioritization of resources.	The enterprise customer service survey is expected to deploy in Q4 2022.
B1. Modernize our data & technology infrastructure	B1.2 Digital strategy initiatives completed within scope and schedule	This objective is slightly off track because progress on the Digital Strategy is slower than anticipated.	The objective is still expected to finish slightly off-track for year-end.
B3. Minimize service disruptions	B3.1 Availability of key digital systems	This strategic objective is off track because of significant disruptions to service.	Work to stabilize environments for improved service in the future is a key priority. However, expected to continue to trend down for the year-end.

The 2022 year-end enterprise scorecard results will be presented in Quarter 2, 2023.

CONTACT

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ATTACHMENTS

Attachment 1:   TPL's 2022 Mid-Year Enterprise Balanced Scorecard

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Strategic Objective	Status	Mid-Year Progress	Projection
C1 Provide quality, accessible & inclusive public spaces	ON TRACK	Online visits slightly off target (-8.5%) at mid-year. Completion of initiatives to support equity-deserving groups is on target.	→
C2 Increase access to technology & digital literacy	NEAR TRACK	Computer workstation and Wi-Fi use in branches both below target due to closure of 44 branches in early 2022. Internet Connectivity Kit and Wi-Fi Hotspot lending initiatives are on target.	⇓
C3 Deliver relevant workforce & skills development services	ON TRACK	Fill rate and satisfaction measures for programs and eLearning database use are on target.	→
C4 Facilitate access to information, information literacy & civic engagement	ON TRACK	Estimated "On Civil Society" attendance slightly lower than anticipated but monitoring.	→
C5 Deliver exceptional customer experiences	NEAR TRACK	We are still waiting for data for C5.2 and C5.3 - until we have survey results the status will remain unchanged. The only KPI that we can report on is C5.1	→
B1 Modernize our data & technology infrastructure	NEAR TRACK	Progress on Digital Strategy is slower than anticipated, however we continue to advance the digital maturity of the organization.	→
B2 Increase service awareness and access	ON TRACK	New memberships significantly above target. Total audience and reach below target (-30.5%) due to changes in social media algorithms and reduced frequency of posts on TPL's social channels. Expected to be on track by year-end.	→
B3 Minimize service disruptions	OFF TRACK	Significant disruptions to service experienced this year. Prioritizing work to stabilize our environments for improved service in the future.	⇓
B4 Make informed decisions through enhanced governance and accountability	ON TRACK	On track to meet year-end target once the 2022 Board self-evaluation is completed in the Fall.	→
L1 Foster a high-performance work culture by investing in our staff	ON TRACK	Work is anticipated to commence in Q3-Q4 2022 to define the next steps in the employee experience strategy. This will be a collaborative effort among HR, CPCE and other divisions.	⇑
L2 Increase TPL Staff Digital Literacy	ON TRACK	Staff completion rates and satisfaction for assigned digital literacy courses are higher than last year. Broader range of digital literacy courses were available through learn:tpl as content was developed by TPL staff with subject matter expertise and through external sources that were appropriately vetted. Training activities also became more normalized with return to fuller staffing levels and service.	→
L3 Foster a workforce that reflects and responds to our diverse society	ON TRACK	Equity and inclusion training actively underway per plan. Action plan progressing per plan.	→
F1 Protect TPL's fiscal reputation with our stakeholders	ON TRACK	As of mid-year both operating and capital budgets are tracking to meet KPI targets.	→