



STAFF REPORT INFORMATION ONLY

2023 Enterprise Balanced Scorecard - Progress Update

Date: September 18, 2023
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) 2023 Enterprise Balanced Scorecard.

The Enterprise Balanced Scorecard monitors progress towards TPL's 2020-2024 Strategic Plan priorities and outcomes and enables the adjustment of our 2023 Strategic Action Plan to respond to results as necessary.

This progress update includes mid-year status and year-end projections on the 2023 scorecard (see Attachment 1). The mid-year update shows that good progress has been made to-date and, of the thirteen Strategic Objectives, ten are on track, and three are near track.

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 Enterprise Balanced Scorecard to measure and evaluate progress towards advancing the Strategic Plan's priorities and outcomes. This is reported to the Toronto Public Library Board (the Board) twice per year.

The strategy map translates the five Strategic Plan priorities into 13 objectives across four perspectives. It shows how TPL aligns its resources and builds capacity through financial stewardship, learning and growth, and internal business processes to deliver the strategic plan's customer service-oriented commitments. Each of the thirteen strategic objectives have key performance indicators (KPIs) that measure and evaluate the progress towards advancing the Strategic Plan's priorities and outcomes. The strategic initiatives identified in the Enterprise Balanced Scorecard reflect TPL's [2023 Action Plan](#) shared with the Board at its April 2023 meeting.

Overall, evaluation and accountability are key enablers of TPL's strategic plan and ensure that TPL makes decisions based on evidence, delivers on outcomes, and continues to be transparent and accountable to Torontonians.

EQUITY IMPACT STATEMENT

TPL'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 Enterprise Balanced Scorecard positively impacts the delivery of these objectives through effective measurement and tracking of progress towards meeting those equity-related outcomes.

DECISION HISTORY

At its [February 24, 2020 meeting](#), the 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 [January 25, 2021 meeting](#), the 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 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 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 Board received the *2021 and 2022 Enterprise Balanced Scorecards* report, reviewed the year-end results for 2021, and approved TPL's 2022 scorecard. The Board also received the [2022 Action Plan report](#).

At its September 19, 2022 meeting, the Board received [the 2022 mid-year Enterprise Balanced Scorecard report](#) and reviewed the progress made to date in 2022.

At its [April 24, 2023 meeting](#), the Board received the 2022 Enterprise Balanced Scorecard and Strategic Action Plan report, reviewed the 2022 Results and approved the 2023 Targets.

COMMENTS

The purpose of this report is to provide a mid-year progress update on TPL's Enterprise Balanced Scorecard.

The Enterprise Balanced Scorecard monitors progress towards TPL's 2020-2024 Strategic Plan priorities and outcomes and enables the adjustment of the 2023 Strategic Action Plan to respond to results as necessary.

The mid-year progress update on the 2023 Enterprise Balanced Scorecard (see Attachment 1) includes mid-year status on each Strategic Objective (On Track, Near Track or Off Track), as well as a projection of the anticipated trend in status for year-end (Improving, Unchanged, Declining). The status for each Strategic Objective is assessed based on both the progress of the related KPIs against their mid-year targets, and the implementation health of related key initiatives in the annual Strategic Action plan.

Through the first half of 2023, good progress has been made in implementing the 2023 Strategic Action Plan, and the majority of Key Performance Indicators in the scorecard are meeting or exceeding their mid-year targets. A focus on service activation will continue to be a key priority in 2023, to both understand and adapt to the current service environment, as well as to develop an integrated program of initiatives to promote increased use of library services. These efforts are having a positive result on a number of Key Performance Indicators, particularly related to membership, visits and usage, which are meeting or exceeding their mid-year targets and are higher than 2022 levels.

To summarize TPL's mid-year progress:

- 10 objectives are on track and three are nearly on track.
- Of the three objectives that are nearly on track, one is expected to remain constant; one is expected to improve; and one is expected to further decline by the end of the year.
- Information on KPI progress and TPL's response to objectives that are nearly on track is provided below in Table 1.

Table 1. Response to objectives that are “slightly off track”

Objective	Relevant KPI(s)	Mid-Year Progress	Response
B1. Modernize our data & technology infrastructure	B1.2 Digital strategy initiatives completed within scope and schedule	This objective is slightly off track because capacity to deliver has been reduced due to key leadership recruitment and project team vacancies. Some initiatives have been deferred or delayed to prioritize capacity for the most critical objectives.	The objective is still expected to finish slightly off-track for year-end.
B4. Make informed decisions through enhanced governance and accountability	B4.2 Number of automated business intelligence products to support informed decision making	This strategic objective is slightly off track because the first half of the year has been focused on refining and improving existing dashboards.	The objective is expected to meet target by year-end.
F1. Protect TPL's fiscal reputation with our stakeholders	F1.1 Operating budget (%) F1.2 Capital budget annual spend rate (%)	This objective is slightly off track due to overspending of the operating budget resulting from a structural deficit, as well as underspending of the capital budget caused mainly by delays in obtaining City planning approvals and supply chain issues.	Expected to continue to trend down for the year-end.

The 2023 year-end enterprise scorecard results will be presented in Quarter 2, 2024.

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SIGNATURE

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City Librarian

ATTACHMENTS

Attachment 1: TPL's 2023 Mid-Year Enterprise Balanced Scorecard Update

TPL's 2023 Mid-Year Enterprise Balanced Scorecard Update

Strategic Objective	Status	Mid-Year Progress	Year-End Projection
C1 Provide quality, accessible & inclusive public spaces	ON TRACK	Online use, In-Branch Visits and initiatives to support equity-deserving groups are all on track or tracking above 2023 targets.	↑
C2 Increase access to technology & digital literacy	ON TRACK	All initiatives are On Track with Wi-Fi usage exceeding target by 6%.	↑
C3 Deliver relevant workforce & skills development services	ON TRACK	Strong usage of workforce development online resources, exceeding target by 61%. In-person program fill-rates continue to be lower than online fill-rates. Monitoring for service trends over time.	→
C4 Facilitate access to information, information literacy & civic engagement	ON TRACK	Total electronic circulation is 10% above target. Fill rate of Civic Engagement and Adult Programs exceeds targets in some cases. On Civil Society programs not meeting predicted audience size targets but being evaluated to improve attendance.	→
C5 Deliver exceptional customer experiences	ON TRACK	Initiatives and KPIs are on track.	→
B1 Modernize our data & technology infrastructure	NEAR TRACK	Capacity to deliver has been reduced due to key leadership recruitment and project team vacancies. Some initiatives deferred or delayed to prioritize capacity on the most critical objectives.	→
B2 Increase service awareness and access	ON TRACK	Overall customer reach and engagement activities are slightly off mid-year targets despite strong organic growth in our email channel and several social media channels – the main decline is in Twitter, which has seen active users leaving the platform. New memberships are well above target. Completions of enterprise projects is lower than target, but are expected to improve by year end.	→
B3 Minimize service disruptions	ON TRACK	Notably network outages have reduced due to architecture improvements in collaboration with service delivery partners. Availability of enterprise systems is tracking around 99.5%.	→
B4 Make informed decisions through enhanced governance and accountability	NEAR TRACK	The focus of the first half of the year has been on refining and improving existing dashboards to better inform decision making processes. We anticipate we will meet our target by year end.	↑
L1 Foster a high-performance work culture by investing in our staff	ON TRACK	Attendance at staff town halls close to target; staff satisfaction increased. Action planning underway as follow-up to 2022 staff survey.	→
L2 Increase TPL Staff Digital Literacy	ON TRACK	Staff completion rate for assigned digital training at 57%, close to 60% target. 100% of learners were satisfied with the course content, above 80% target.	→
L3 Foster a workforce that reflects and responds to our diverse society	ON TRACK	Completion of equity and inclusion training at 53%, exceeding 40% target. 40% of equity and inclusion work plans completed, exceeding 30% target.	↑
F1 Protect TPL's fiscal reputation with our stakeholders	NEAR TRACK	Overspending of the 2023 operating budget results from a structural deficit which will need to be addressed in the 2024 operating budget. Underspending of the capital budget is mainly due to delays in obtaining city planning approvals and supply chain issues.	↓