

2020 and 2021 Enterprise Balanced Scorecards

Date:	April 26, 2021
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide the year-end results of Toronto Public Library's (TPL's) 2020 enterprise balanced scorecard and to request the Toronto Public Library Board's approval of the 2021 enterprise balanced scorecard.

The 2020 enterprise balanced scorecard metrics were updated to reflect COVID-19 impacts on TPL's operations, services and responses to the COVID-19 public health emergency. COVID-19 introduced many challenges and changes, and TPL was able to pivot and adjust business plans quickly. Although 2020 primarily focused on planning, prioritizing and implementing critical projects, TPL remained focused on achieving the strategic plan's goals and outcomes.

As TPL continues to respond and adapt to the COVID-19 pandemic, TPL will use the 2021 enterprise balanced scorecard as part of its strategic and business planning processes. The 2021 enterprise balanced scorecard will monitor progress towards advancing the strategic plan's priorities and outcomes and adjust annual plans as necessary.

Staff will provide a progress update using red-yellow-green status on the 2021 enterprise balanced scorecard to the Library Board in Quarter 3, 2021 and year-end results in Quarter 2, 2022.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. receives the year-end results of the 2020 enterprise balanced scorecard as outlined in Attachment 1;

2. approves the 2021 enterprise balanced scorecard as outlined in Attachment 1;
3. directs staff to implement the 2021 enterprise balanced scorecard; and,
4. directs staff to provide a progress update using red-yellow-green status on the 2021 enterprise balanced scorecard in Quarter 3, 2021 and year-end results in Quarter 2, 2022.

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.

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:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/nov25/12d-spsc-strat-plan-2020-2024-resilience-success-well-being-combined.pdf>

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

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2020/feb24/14-2020-2024-strat-plan-strategy-map-and-balanced-scorecard-combined-revised.pdf>

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

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2020/jun22/20-strategic-plan-2020-2024-covid19-comms-plan-update-combined.pdf>

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:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2020/nov16/10-tplb-education-strat-plan-execution-roadmap-implementation.pdf>

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:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2021/jan25/20-strategic-plan-execution-roadmap-and-2021-action-plan-combined.pdf>

COMMENTS

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 (Attachment 1) illustrates the Library's overall objectives for 2020-2024 and how the objectives relate to one another. The 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.

Revisions to 2020 Enterprise Balanced Scorecard

In February 2020, the Board approved the strategy map and the enterprise balanced scorecard template and directed staff to develop and implement the enterprise balanced scorecard, with key performance indicators, targets and initiatives for 2020 and future years.

In June 2020, the Board received staff's COVID-19 impact analysis report on the 2020-2024 Strategic Plan's five priorities and enablers. The COVID-19 Impact Analysis informed the update of the 2020 enterprise balanced scorecard metrics and initiatives. The findings from the COVID-19 Impact Analysis strongly affirmed TPL's strategic direction. The report highlighted the importance of the five priorities and enablers in creating capacity to build success, resilience and well-being for our city and communities.

The 2020 enterprise balanced scorecard metrics were updated to reflect the impact of COVID-19 on TPL's operations, services and responses to the COVID-19 public health emergency. The table below summarizes the metrics that were updated. Where possible, staff deferred the pre-COVID-19 metrics that could not be measured in 2020 to the 2021 enterprise balanced scorecard or future years.

Table 1. Updated 2020 metrics

Perspective	Strategic objective	Pre-COVID-19 metrics	Updated 2020 metrics
Customers/stakeholders	Provide quality, accessible and inclusive public spaces	<ul style="list-style-type: none"> In-person visits Space quality and cleanliness Facility improvements 	<ul style="list-style-type: none"> Initiatives to support equity-seeking groups and vulnerable populations
	Increase access to technology and digital literacy	<ul style="list-style-type: none"> Access to internet Digital comfort Customer satisfaction with technology services 	<ul style="list-style-type: none"> Digital literacy programs and sessions offered Digital inclusion initiatives to support equity-seeking groups and vulnerable populations
	Deliver relevant workforce and skills development services	<ul style="list-style-type: none"> Customer satisfaction with workforce development services 	<ul style="list-style-type: none"> Deferred metric to 2021 balanced scorecard
	Deliver exceptional customer experiences	<ul style="list-style-type: none"> Customer satisfaction overall Customer satisfaction with the helpfulness of library staff 	<ul style="list-style-type: none"> Deferred metrics to 2021 balanced scorecard Added metric: Customer satisfaction with Answerline staff
Internal Business Processes	Modernize our data & technology infrastructure		<ul style="list-style-type: none"> Added metric: Data and technology maturity score

Perspective	Strategic objective	Pre-COVID-19 metrics	Updated 2020 metrics
	Increase service awareness and access	<ul style="list-style-type: none"> Open hours (scheduled) 	<ul style="list-style-type: none"> Deferred metric to future balanced scorecard Added metric: Enterprise projects completed within scope and schedule
	Minimize service disruptions	<ul style="list-style-type: none"> Hours open (actual) Cyber security risk mitigation 	<ul style="list-style-type: none"> Deferred metrics to future balanced scorecard
	Make informed decisions through enhanced governance and accountability	<ul style="list-style-type: none"> Change capacity Access to service data to inform planning 	<ul style="list-style-type: none"> Deferred metrics to future balanced scorecard
Learning & Growth	Foster a high-performance work culture by investing in our staff		<ul style="list-style-type: none"> Added: Health and safety initiatives completed within scope and schedule

2020 Enterprise Balanced Scorecard (Attachment 1)

In 2020, COVID-19 introduced many challenges and changes, and TPL was able to pivot and adjust business plans quickly. Although 2020 primarily focused on planning, prioritizing and implementing critical projects, TPL remained focused on achieving the strategic plan's goals and outcomes.

Strategic initiatives included: new online programming service, tpl.ca homepage redesign, digital inclusion initiatives, initiatives to support equity-seeking groups and vulnerable populations, Youth Hub expansion, new library services including curbside pick up and drop off services, and instant digital card and digital access cards.

As an organization, TPL successfully developed TPL's Digital Strategy, established TPL's enterprise project management office (ePMO), launched a new Learning Management System for staff development and training, developed and implemented COVID-19 health and safety protocols and procedures and strengthened internal staff communication through all-staff virtual town halls.

Despite facing fiscal challenges this year, TPL implemented strategies to manage budget pressures and resources to support the pandemic response and the achievement of strategic priorities.

2021 Enterprise Balanced Scorecard (Attachment 1)

Due to 2020 being a unique year **with the COVID-19 public health emergency**, staff could not establish baseline metrics for some of the 2021 key performance indicators. As a result, staff will use 2021 and future years to establish baseline metrics. Where possible, staff set 2021 targets for some of the key performance indicators assuming that TPL will continue to operate in a similar service environment as 2020 (e.g. pandemic response).

The strategic initiatives identified in the 2021 enterprise balanced scorecard reflect TPL's 2021 Action Plan. Staff shared the [Action Plan](#) with the Library Board at its January 2021 meeting.

Next steps and reporting process

As TPL continues to respond and adapt to the COVID-19 pandemic, TPL will use the 2021 enterprise balanced scorecard as part of its strategic and business planning processes. The 2021 enterprise balanced scorecard will monitor progress towards advancing the strategic plan's priorities and outcomes and adjust annual plans as necessary.

Staff will provide a progress update using red-yellow-green status on the 2021 enterprise balanced scorecard to the Library Board in Quarter 3, 2021 and year-end results in Quarter 2, 2022.

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: TPL Strategy Map and 2020 and 2021 Enterprise Balanced Scorecards

the TPL strategy map

- 1 public space
- 2 digital inclusion & literacy
- 3 workforce development
- 4 a democratic society
- 5 public service excellence

customers/stakeholders

provide quality, accessible & inclusive public spaces increase access to technology & digital literacy deliver relevant workforce & skills development services facilitate access to information, information literacy & civic engagement deliver exceptional customer experiences

internal business processes

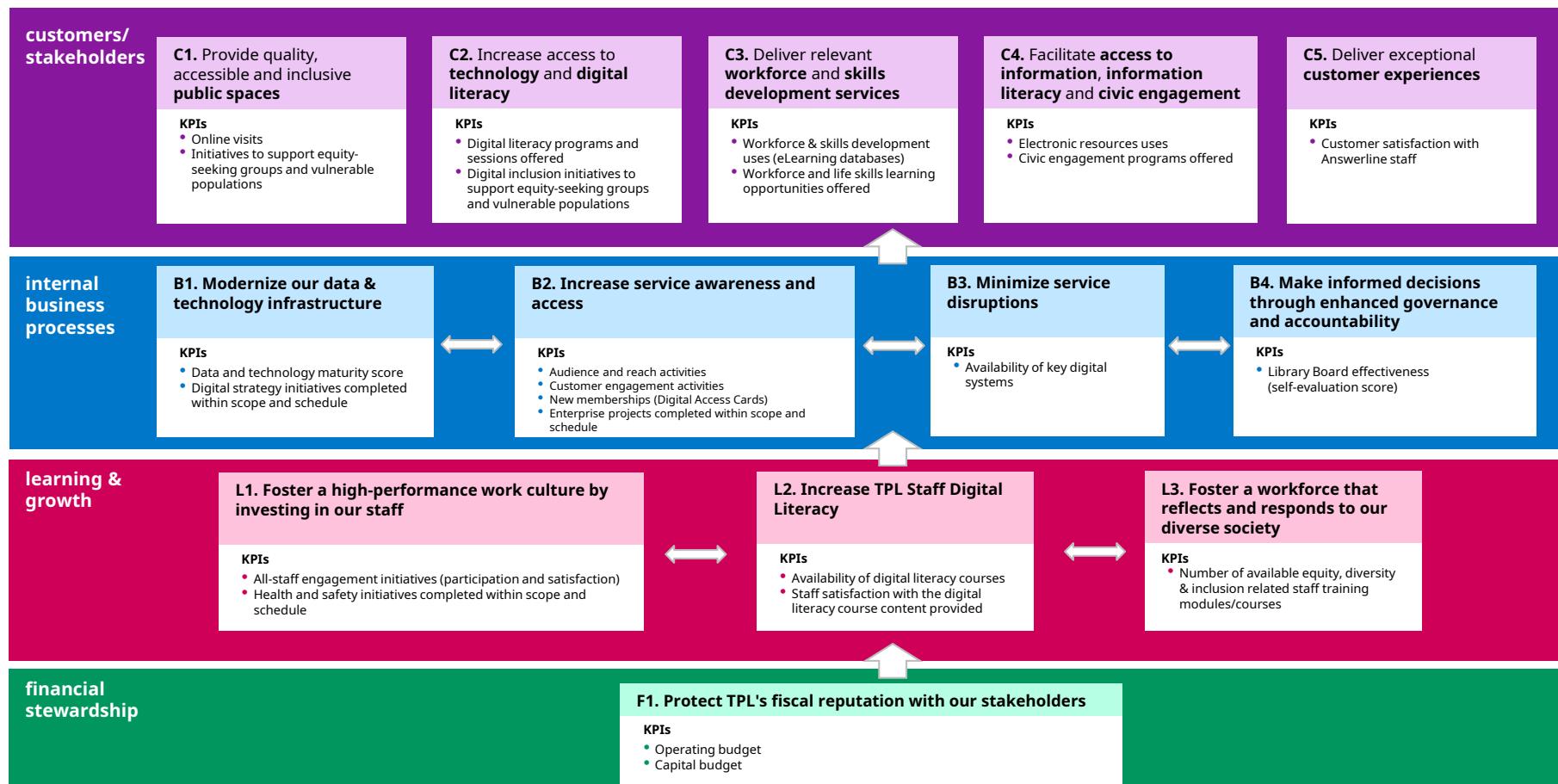
modernize our data & technology infrastructure increase service awareness & access minimize service disruptions make informed decisions through enhanced governance & accountability

learning & growth

foster a high-performance work culture by investing in our staff increase TPL staff digital literacy foster a workforce that reflects & responds to our diverse society

2020 enterprise balanced scorecard

strategy map, strategic objectives & 2020 KPIs



customers/stakeholders

strategic objectives		key performance indicators		actuals	strategic initiatives
C1.	Provide quality, accessible & inclusive public spaces	C1.1	Online visits	31,919,840 (↑ 4%) from 2019	<ul style="list-style-type: none"> Launched new online programming service: Live & Online Programs Launched tpl.ca homepage redesign Initiatives to support equity-seeking groups and vulnerable populations (initiatives included: pop-up food banks, PRESTO cards, Youth Hub expansion, Seniors Check-in Calling Service, Adult Literacy Services, Storybook Parents Program, book donations to shelter residents and care kits)
		C1.2	Initiatives to support equity-seeking groups and vulnerable populations	89,237 population served	<ul style="list-style-type: none"> Launched new online programming service for digital literacy programs Digital inclusion initiatives to support equity-seeking groups and vulnerable populations (initiatives included: Internet Connectivity Kits Program, Wi-Fi Hotspot Lending Program, Wi-Fi on Wheels Pilot, BloomCam Initiative and internet access at TPL branches)
C2.	Increase access to technology & digital literacy	C2.1	Digital literacy programs and sessions offered	19,709 attendance	<ul style="list-style-type: none"> Launched new online programming service for digital literacy programs Digital inclusion initiatives to support equity-seeking groups and vulnerable populations (initiatives included: Internet Connectivity Kits Program, Wi-Fi Hotspot Lending Program, Wi-Fi on Wheels Pilot, BloomCam Initiative and internet access at TPL branches)
		C2.2	Digital inclusion initiatives to support equity-seeking groups and vulnerable populations	2,711,551 population served	<ul style="list-style-type: none"> Launched new online programming service for digital literacy programs Digital inclusion initiatives to support equity-seeking groups and vulnerable populations (initiatives included: Internet Connectivity Kits Program, Wi-Fi Hotspot Lending Program, Wi-Fi on Wheels Pilot, BloomCam Initiative and internet access at TPL branches)
C3.	Deliver relevant workforce & skills development services	C3.1	Workforce & skills development uses (eLearning databases)	789,452 (↑ 34%) from 2019	<ul style="list-style-type: none"> Launched Career Coaches in Residence Program Launched new online programming service for workforce and life skills programs
		C3.2	Workforce and life skills learning opportunities offered	8,767 attendance	<ul style="list-style-type: none"> Launched Career Coaches in Residence Program Launched new online programming service for workforce and life skills programs
C4.	Facilitate access to information, information literacy & civic engagement	C4.1	Electronic resources uses	10,540,429 (↑ 31%) from 2019	<ul style="list-style-type: none"> Developed and implemented curbside pick up and drop off services Launched new online programming service for civic engagement programs
		C4.2	Civic engagement programs offered	4,095 attendance	<ul style="list-style-type: none"> Developed and implemented curbside pick up and drop off services Launched new online programming service for civic engagement programs
C5.	Deliver exceptional customer experiences	C5.1	Customer satisfaction with Answerline staff	87% satisfaction	<ul style="list-style-type: none"> Continued and developed new library services (e.g. grab & go bags) and programs for our customers during the COVID-19 pandemic

internal business processes

strategic objectives		key performance indicators	actuals	strategic initiatives
B1.	Modernize our data & technology infrastructure	B1.1 Data and technology maturity score	Score 1.0	<ul style="list-style-type: none"> Developed IT Security, Risk & Governance Program Developed TPL's Digital Strategy
		B1.2 Digital strategy initiatives completed within scope and schedule	7 initiatives ¹	
B2.	Increase service awareness and access	B2.1 Audience and reach activities	13,582,939 (↓14%) from 2019 ²	<ul style="list-style-type: none"> Launched Instant Digital Card and Digital Access Cards Developed business planning methodology and discipline Established TPL's enterprise project management office (ePMO)
		B2.2 Customer engagement activities	4,043,415 (↑ 11%) from 2019 ³	
B3.	Minimize service disruptions	B2.3 New memberships (Digital Access Cards)	6,511 cards	
		B2.4 Enterprise projects completed within scope and schedule	5 projects ⁴	
B3.	Minimize service disruptions	B3.1 Availability of key digital systems	99.5% availability	<ul style="list-style-type: none"> Developed and implemented TPL's Reopening Plan Developed and implemented TPL's Resurgence Plan
B4.	Make informed decisions through enhanced governance and accountability	B4.1 Library Board effectiveness (self-evaluation score)	100% agree/ strongly agree	<ul style="list-style-type: none"> Communication and rollout of TPL's Strategic Plan 2020-2024 Amended the Library Board Procedural By-law to hold tele/video conference meetings during the COVID-19 emergency.

¹ Initiatives included: Digital Strategy Development, Data and Analytics Program Design, Computing devices review and persona modeling, IT maturity assessment and plan, Operating model design and implementation, Documentation Improvement, IT security risk and governance program design

^{2,3} Due to the COVID-19 pandemic and branch closures, the library's email and social media activities were impacted e.g. TPL was unable to register new cardholders and sign up customers to receive email and customers shifted to receiving library updates through the library's digital channels and an increase in engagement and fulfillment activities.

⁴ Projects included: Answerline - interim solutions to resume operations, Digital Access Card, Youth Hub Expansion, Remote work deployment, Learning Management System

learning & growth

strategic objectives		key performance indicators		actuals	strategic initiatives
L1.	Foster a high-performance work culture by investing in our staff	L1.1	All-staff engagement initiatives (participation and satisfaction)	2,047 attendance 61% satisfaction	<ul style="list-style-type: none"> Strengthened internal staff communication (e.g. All-staff virtual town halls) Developed and implemented COVID-19 health and safety protocols and procedures
		L1.2	Health and safety initiatives completed within scope and schedule	7 initiatives ⁵	
L2.	Increase TPL Staff Digital Literacy	L2.1	Availability of digital literacy courses	100% courses made available	<ul style="list-style-type: none"> Launched Learning Management System (learn:tpl)
		L2.2	Staff satisfaction with the digital literacy course content provided	79% satisfaction	
L3.	Foster a workforce that reflects and responds to our diverse society	L3.1	Number of available equity, diversity & inclusion related staff training modules/courses	22 available modules/courses ⁶	<ul style="list-style-type: none"> In collaboration with the City of Toronto, added equity, diversity and inclusion related modules/courses to learn:tpl Launched a mandatory Accessibility Standards curriculum that provides an introduction to accessibility legislation in Ontario and accessibility at TPL.

⁵ Initiatives included: COVID-19 Exposure Protocols, COVID-19 Safety Plan, COVID-19 Health and Safety / PPE Guidelines, 2020 Remote Work Guidelines, COVID-19 Operating Guidelines (Health and Safety), COVID-19 Return to Branch Quick Reference Guide, COVID-19 Office Health and Safety Guidelines

⁶ Deferred mandatory anti-Black racism staff training to 2021 due to COVID-19 pandemic and to align with City of Toronto's schedule.

financial stewardship

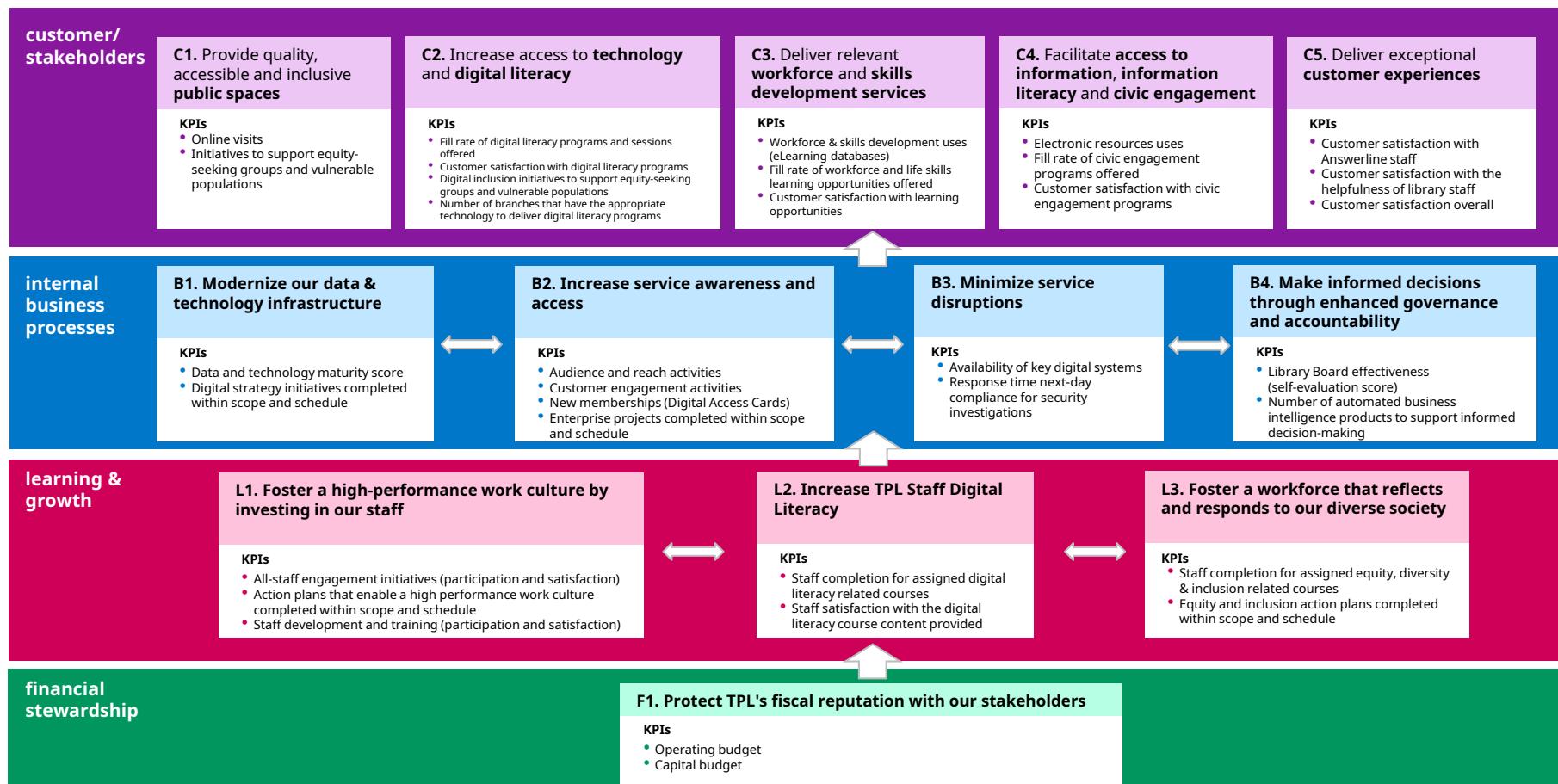
strategic objectives	key performance indicators	actuals	strategic initiatives
F1. Protect TPL's fiscal reputation with our stakeholders	F1.1 Operating budget	99.5% spend rate ⁷	<ul style="list-style-type: none"> Implemented strategies to manage budget pressures, including the Voluntary Separation Program, within the approved budget.
	F1.2 Capital budget	76.5% annual spend rate ⁸	<ul style="list-style-type: none"> Active management of resources to support the response to the pandemic and achievement of strategic priorities Implemented detailed bi-weekly cash flow forecasting required by the City of Toronto Increased monitoring over the status of active projects and made budget adjustments, as allowed by City procedures, which advanced the capital program delivery. Actions and plans implemented using a multi-year outlook approach in recognition of the length of larger capital projects and annual recurring programs.

⁷ Net savings/surplus of \$1 million resulted from the impacts of COVID-19 on service.

⁸ 2020 had a lower than average spending rate due to: a new City process for adjusting funding for capital budgets which reduced the overall spending rate; and disruptions caused by COVID-19 including Multi-Branch Minor Renovation Program and Technology Asset Replacement Program.

2021 enterprise balanced scorecard

strategy map, strategic objectives & 2021 KPIs



customers/stakeholders

strategic objectives	key performance indicators	2020 actuals	2021 targets	strategic initiatives
C1. Provide quality, accessible & inclusive public spaces	C1.1 Online visits	31,919,840 (↑ 4%) from 2019	↑ 5% from 2020	<ul style="list-style-type: none"> Build a multi-year AODA action plan and complete AODA 2021 initiatives Incident Management system roll out Develop a strategy for digital spaces and services Reopen branches and reinstate/modify programs and services in response to the pandemic Develop a strategy, roadmap and action plan to expand access to technology and digital literacy Expand Play & Learn STEM Kits to 10+ additional branches Expand Neighbourhood Tech Kits to 10+ additional branches
	C1.2 Initiatives to support equity-seeking groups and vulnerable populations	89,237 population served	maintain 2020 service levels	
C2. Increase access to technology & digital literacy	C2.1 Fill rate of digital literacy programs and sessions offered	—	establish baseline in 2021	<ul style="list-style-type: none"> Develop a strategy, roadmap and action plan to expand access to technology and digital literacy Expand Play & Learn STEM Kits to 10+ additional branches Expand Neighbourhood Tech Kits to 10+ additional branches
	C2.2 Customer satisfaction with digital literacy programs	—	establish baseline in 2021	
C3. Deliver relevant workforce & skills development services	C2.3 Digital inclusion initiatives to support equity-seeking groups and vulnerable populations	2,711,551 population served	maintain 2020 service levels	<ul style="list-style-type: none"> Develop and implement workforce development and life skills programs related to personal finance and financial empowerment Develop and implement services and programs relating to self employment/entrepreneurship, with a focus on equity-seeking groups Develop and implement initiative to train Youth for entry-level IT work through the City's Digital Canopy Project
	C2.4 Number of branches that have the appropriate technology to deliver digital literacy programs	—	↑10 branches from 2020	
C3. Deliver relevant workforce & skills development services	C3.1 Workforce & skills development uses (eLearning databases)	789,452 (↑ 34%) from 2019	↑ 10% from 2020	<ul style="list-style-type: none"> Develop and implement workforce development and life skills programs related to personal finance and financial empowerment Develop and implement services and programs relating to self employment/entrepreneurship, with a focus on equity-seeking groups Develop and implement initiative to train Youth for entry-level IT work through the City's Digital Canopy Project
	C3.2 Fill rate of workforce and life skills learning opportunities offered	—	establish baseline in 2021	
	C3.3 Customer satisfaction with learning opportunities	—	establish baseline in 2021	

customers/stakeholders

strategic objectives	key performance indicators	2020 actuals	2021 targets	strategic initiatives
C4. Facilitate access to information, information literacy & civic engagement	C4.1 Electronic resources uses	10,540,429 (↑ 31%) from 2019	maintain 2020 service levels	<ul style="list-style-type: none"> Develop and execute the advocacy strategy, action plan and policy Develop the equity strategy, roadmap and action plan Implement elimination of children's fines Develop a plan, through the budget process, for Board and City Council approval for the elimination of fines for teens and adults in 2022
	C4.2 Fill rate of civic engagement programs offered	—	establish baseline in 2021	
	C4.3 Customer satisfaction with civic engagement programs	—	establish baseline in 2021	
C5. Deliver exceptional customer experiences	C5.1 Customer satisfaction with Answerline staff	87% satisfaction	maintain 2020 satisfaction score	<ul style="list-style-type: none"> Develop and implement the customer experience strategy, roadmap and action plan Complete and implement self-checkout project Complete and implement Point of Sale project Design wayfinding approach, priorities, and implementation plan
	C5.2 Customer satisfaction with the helpfulness of library staff	—	establish baseline in 2021	
	C5.3 Customer satisfaction overall	—	establish baseline in 2021	

internal business processes

strategic objectives		key performance indicators	2020 actuals	2021 targets	strategic initiatives
B1.	Modernize our data & technology infrastructure	B1.1 Data and technology maturity score	Score 1.0	Score 1.0	<ul style="list-style-type: none"> Launch the digital strategy and begin to deliver on its 2021 strategic priorities Continue to build and mature the IT Security, Risk, and Governance Program IT Infrastructure and Telecommunications Redesign Cloud strategy refresh and migration plan Operationalize the Service Development Process Develop and deliver the Programming Modernization Program Launch online renewal of Digital Access Cards
		B1.2 Digital strategy initiatives completed within scope and schedule	7 initiatives	19 initiatives	
B2.	Increase service awareness and access	B2.1 Audience and reach activities	13,582,939 (↓14%) from 2019	↑ 10% from 2020	<ul style="list-style-type: none"> Stabilize key digital services including tpl.ca and Print/Copy/Scan System (P4P) Upgrade Symphony & Hardware Upgrade Improve facilities service request process and data
		B2.2 Customer engagement activities	4,043,415 (↑ 11%) from 2019	↑ 10% from 2020	
B3.	Minimize service disruptions	B2.3 New memberships (Digital Access Cards)	6,511 cards	↑ 10% from 2020	<ul style="list-style-type: none"> Stabilize key digital services including tpl.ca and Print/Copy/Scan System (P4P) Upgrade Symphony & Hardware Upgrade Improve facilities service request process and data
		B2.4 Enterprise projects completed within scope and schedule	5 projects	maintain 2 projects	
B3.	Minimize service disruptions	B3.1 Availability of key digital systems	99.5% availability	maintain 97% availability	<ul style="list-style-type: none"> Stabilize key digital services including tpl.ca and Print/Copy/Scan System (P4P) Upgrade Symphony & Hardware Upgrade Improve facilities service request process and data
		B3.2 Response time next-day compliance for security investigations	—	90% response time	

internal business processes

strategic objectives	key performance indicators	2020 actuals	2021 targets	strategic initiatives
B4. Make informed decisions through enhanced governance and accountability	B4.1 Library Board effectiveness (self-evaluation score)	100% agree/strongly agree	maintain 2020 effectiveness score	<ul style="list-style-type: none"> • Roll out strategic plan, execution roadmap and balanced scorecard processes and tools
	B4.2 Number of automated business intelligence products to support informed decision-making	—	5 products	

learning & growth

strategic objectives	key performance indicators	2020 actuals	2021 targets	strategic initiatives
L1. Foster a high-performance work culture by investing in our staff	L1.1 All-staff engagement initiatives (participation and satisfaction)	2,047 attendance 61% satisfaction	↑ 100% from 2020 ↑ 5% from 2020	<ul style="list-style-type: none"> Develop and execute the plan to optimize staff productivity, collaboration & communication (O365, SharePoint, Access) Develop the employee experience plan, integrated with a modern workplace plan, and identify priorities Develop and execute the workplace and remote/hybrid work strategy, roadmap and action plan
	L1.2 Action plans that enable a high performance work culture completed within scope and schedule	—	50% completion	
	L1.3 Staff development and training (participation and satisfaction)	— — —	establish baseline in 2021 establish baseline in 2021	
L2. Increase TPL Staff Digital Literacy	L2.1 Staff completion for assigned digital literacy related courses	—	establish baseline in 2021	<ul style="list-style-type: none"> Working with Subject Matter Experts (SMEs) to develop synchronous (virtual) and asynchronous training on designated and areas of focus
	L2.2 Staff satisfaction with the digital literacy course content provided	79% satisfaction	maintain 2020 satisfaction score	
L3. Foster a workforce that reflects and responds to our diverse society	L3.1 Staff completion for assigned equity, diversity & inclusion related courses	—	establish baseline in 2021	<ul style="list-style-type: none"> Advance workplace policy initiatives encompassing confronting anti-Black racism and broader equity and inclusion Initiatives include: develop action plan to confront anti-Black racism, adopt evidence-based approach to equity and inclusion, eliminate systemic discrimination in TPL processes, enhance equity and inclusion expertise, enhance accessibility of TPL spaces and services
	L3.2 Equity and inclusion action plans completed within scope and schedule	—	50% completion	

financial stewardship

strategic objectives	key performance indicators	2020 actuals	2021 targets	strategic initiatives
F1. Protect TPL's fiscal reputation with our stakeholders	F1.1 Operating budget	99.5% spend rate	<= 100% spend rate	<ul style="list-style-type: none"> Develop a budget, including enhancements, which is strategically positioned to support TPL and City Council priorities. Regular monitoring to identify budget pressures and reliefs, and implement strategies to manage pressures within the approved budget. Active management of resources to support the achievement of TPL strategic objectives Develop a 10-year budget which is strategically positioned to support TPL and City Council priorities, and will improve service, and address SOGR and AODA needs.
	F1.2 Capital budget	76.5% annual spend rate	>= 80% annual spend rate	<ul style="list-style-type: none"> Support development of City's Development Charges Background Study to maximize this funding source for TPL Regular monitoring of the status of active projects and make budget adjustments, as allowed by City policies, which advance the capital program