

2021 and 2022 Enterprise Balanced Scorecards

Date:	April 25, 2022
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) 2021 enterprise balanced scorecard and to request the Toronto Public Library Board's approval of the 2022 enterprise balanced scorecard.

TPL continues to respond and adapt to the COVID-19 pandemic. Pandemic response initiatives are included in the 2021 enterprise balanced scorecard, along with TPL's strategic and business planning priorities.

In 2021, COVID-19 continued to present many challenges and changes, and TPL was able to pivot and adjust business plans quickly. TPL remained focused on achieving the strategic plan's goals and outcomes while also continuing to plan, prioritize and implement critical projects

For 2022, the strategic objectives on the scorecard are unchanged, to maintain consistency throughout the four-year Strategic Plan. However, TPL anticipates that responding to COVID-19 will continue to be a priority in 2022, and have an impact on some programs and services.

Staff will provide a progress update using red-yellow-green status on the 2022 enterprise balanced scorecard to the Library Board in Quarter 3, 2022 and year-end results in Quarter 2, 2023.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. receives the year-end results of the 2021 enterprise balanced scorecard as outlined in Attachment 1; and
2. approves the 2022 enterprise balanced scorecard as outlined in Attachment 1 for implementation;

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>

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 the 2021 enterprise balanced scorecard:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2021/apr26/14-2020-and-2021-enterprise-balanced-scorecards-combined.pdf>

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

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2021/sep27/21-2021-enterprise-balanced-scorecard-progress-update-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 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.

2021 Enterprise Balanced Scorecard Results (Attachment 1)

In 2021, COVID-19 continued to present many challenges and changes, and TPL was able to pivot and adjust business plans quickly. TPL remained focused on achieving the strategic plan's goals and outcomes while also continuing to plan, prioritize and implement critical projects

Completed strategic initiatives included: a multi-year AODA action plan, the elimination of children's fines, the installation of payment functionality at self check-out at all branches, the launch of the digital strategy, the implementation of services and programs relating to self-employment, the advancement of workplace equity initiatives with the launch of anti-Black racism training, and the re-launch of positive spaces training.

Due to the ongoing pandemic, staff could not establish baseline metrics for some of the 2021 key performance indicators. In those instances, staff will use 2022 and future years to establish baseline metrics.

To summarize TPL's 2021 enterprise balanced scorecard results:

- 11 objectives are on track; 2 are slightly off track; and 0 are off track
- This is in line with TPL's mid-year forecast that 3 of the 5 off track objectives would improve by year end
- Information on KPI progress since the mid-year report, and TPL's response to objectives that are still not on track is provided in Table 1

Table 1. Response to objectives that are "slightly off track" or "off-track" at mid-year and year-end

Relevant KPI(s)	Mid-Year Progress & Response	Year-end Response
C2. Increase access to technology and digital literacy		
C2.3 Digital inclusion initiatives to support equity deserving groups	This objective is off track due to branch closures and reduced service levels from the pandemic.	On track. As expected, this KPI improved in the latter half of the year as branches

Relevant KPI(s)	Mid-Year Progress & Response	Year-end Response
and vulnerable populations	This is expected to continue to trend down as physical distancing requirements are expected to continue.	reopened and service levels increased.
C5. Delivery exceptional customer experiences		
C5.2 Customer satisfaction with the helpfulness of library staff	Due to the pandemic and re-prioritization of resources, the customer satisfaction survey did not take place.	On track.
C5.3 Customer satisfaction overall	Customer service survey will be conducted in 2022 so the baseline is set during a more typical year.	The Answerline survey was completed in Q3-4 2022, with a satisfaction result slightly above target. Overall, comments were very positive. Many respondents expressed happiness with Answerline's quick response time and gave shout-outs to specific staff, appreciating their excellent customer service. Overall 89% were very satisfied with TPL's Answerline Service and 86% rated the helpfulness of Answerline staff as excellent.
B1. Modernize our data & technology infrastructure		
B1.2 Digital strategy initiatives completed within scope and schedule.	<p>A number of Digital Strategy initiatives have commenced, however it is unlikely this target will be met by end-of-year.</p> <p>The number of completed initiatives is expected to increase; however, the objective is still expected to finish slightly off-track.</p>	<p>Slightly off track.</p> <p>Only 6 of 19 planned initiatives were completed in 2022.</p> <p>Progress has been somewhat slower than anticipated due to prioritizing COVID response (ie. pivot to digital, response to changes) and the continued challenge of filling ITS vacancies. 2021 focused</p>

Relevant KPI(s)	Mid-Year Progress & Response	Year-end Response
		on foundational elements such as strengthening capabilities and infrastructure as well as establishing new processes and governance. This work will continue to be built upon throughout 2022.
B2. Increase service awareness and access		
B2.1 Audience and reach activities	Seasonal fluctuation in customer use of social media, combined with fewer service promotions during the summer, have resulted in lagging audience reach and customer engagement activity.	Objective on track. KPIs off track.
B2.2 Customer engagement activities	Expected to trend up in the second half of the year as more library services are reinstated.	Although fluctuating pandemic restrictions continued to affect TPL's ability to engage with customers and provide access to some in-branch services, the library's digital channels and services were able to provide considerable access and engagement opportunities.
F1 Protect TPL's fiscal reputation with our stakeholders		
F1.2 Capital budget annual spend rate (%)	N/A	Slightly off track. Both the operating and capital budgets were impacted by the continuing COVID-19 pandemic, resulting in the underspending of both budgets. The capital budget is significantly underspent at 68.5% and is below the 80% acceptable range. Changes to how facilities State of Good Repair work is planned and executed is expected to increase the capital spending rate in 2023 to an acceptable level.

Relevant KPI(s)	Mid-Year Progress & Response	Year-end Response
L1. Foster a high-performance work culture by investing in our staff		
L1.1A Staff participation for engagement initiatives L1.2 Action plans that enable a high-performance work culture completed within scope and schedule	2021 focus on engagement has been focused on pandemic response. Staff uptake on learn:tpl has increased. Diversity and engagement staff survey is scheduled for fall 2021. L1.2 is expected to hit the year-end target. Expected to trend up in the second half of the year.	On track. All KPIs met or exceeded targets by year end. Due to pandemic response, diversity and engagement staff survey is scheduled for 2022. Instead, staff were engaged with weekly emails, virtual town halls, and Ask Me Anything sessions.

2022 Enterprise Balanced Scorecard (Attachment 1)

Based on TPL's results in 2021, including KPI baselines, the 2022 enterprise balanced scorecard includes several updated metrics, summarized in the table below. All 13 Strategic Objectives and the majority of the KPIs on the scorecard are unchanged, to maintain consistency throughout the four-year Strategic Plan.

However, the impact of COVID-19 in 2021 delayed plans to set baselines for several KPIs relating to staff surveys and customer satisfaction, for example staff satisfaction with digital literacy training provided and customer satisfaction with the helpfulness of library staff.

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: 2021 Enterprise Balanced Scorecard Results and 2022 Enterprise Balanced Scorecard

2021 Enterprise Balanced Scorecard Results and 2022 Enterprise Balanced Scorecard

Toronto Public Library Board Meeting

April 25, 2022

2021 enterprise balanced scorecard

strategy map, strategic objectives & 2021 KPIs

customer/ stakeholders	C1. Provide quality, accessible and inclusive public spaces	C2. Increase access to technology and digital literacy	C3. Deliver relevant workforce and skills development services	C4. Facilitate access to information, information literacy and civic engagement	C5. Deliver exceptional customer experiences
	KPIs <ul style="list-style-type: none"> • Online visits • Initiatives to support equity-deserving groups and vulnerable populations 	KPIs <ul style="list-style-type: none"> • Fill rate of digital literacy programs and sessions offered • Customer satisfaction with digital literacy programs • Digital inclusion initiatives to support equity-seeking groups and vulnerable populations • Branches that have the appropriate technology to deliver digital literacy programs 	KPIs <ul style="list-style-type: none"> • Workforce & skills development uses (eLearning databases) • Fill rate of learning opportunities offered • Customer satisfaction with learning opportunities 	KPIs <ul style="list-style-type: none"> • Electronic resources uses • Fill rate of civic engagement programs offered • Customer satisfaction with civic engagement programs 	KPIs <ul style="list-style-type: none"> • Customer satisfaction score from Answerline survey • Customer satisfaction with the helpfulness of library staff • Customer satisfaction overall
internal business processes	B1. Modernize our data & technology infrastructure	B2. Increase service awareness and access	B3. Minimize service disruptions	B4. Make informed decisions through enhanced governance and accountability	
	KPIs <ul style="list-style-type: none"> • Data and technology maturity score • Digital strategy initiatives completed within scope and schedule 	KPIs <ul style="list-style-type: none"> • Audience and reach activities • Customer engagement activities • New memberships (Digital Access Cards) • Enterprise projects completed within scope and schedule 	KPIs <ul style="list-style-type: none"> • Availability of key digital systems • Response time next-day compliance for security investigations 	KPIs <ul style="list-style-type: none"> • Library Board effectiveness (self-evaluation score) • Number of automated business intelligence products to support informed decision-making 	
learning & growth	L1. Foster a high-performance work culture by investing in our staff	L2. Increase TPL Staff Digital Literacy	L3. Foster a workforce that reflects and responds to our diverse society		
	KPIs <ul style="list-style-type: none"> • All-staff engagement initiatives (participation and satisfaction) • Action plans that enable a high performance work culture completed within scope and schedule • Staff development and training (participation and satisfaction) 	KPIs <ul style="list-style-type: none"> • Staff completion for assigned digital literacy related courses • Staff satisfaction with digital literacy provided 	KPIs <ul style="list-style-type: none"> • Staff completion for assigned equity, diversity & inclusion related courses • Equity and inclusion action plans completed within scope and schedule 		
financial stewardship		F1. Protect TPL's fiscal reputation with our stakeholders			
		KPIs <ul style="list-style-type: none"> • Operating budget • Capital budget annual spend rate • Capital budget five-year average spend rate 			

customers/stakeholders

Strategic Objective (SO)	SO Status	Key Performance Indicator (KPI)	KPI Owner	2021 Actual	2021 Target	Target Detail	Variance (from Target)	Comment	2021 Strategic Initiatives (Completed)
C1. Provide quality, accessible & inclusive public spaces	On Track	C1.1 Online visits	Linda Hazzan	33,265,254 visits	32,018,774	up 5% from 2020	3.9%	Online visits up 4% and initiatives to support equity-deserving groups served 5x the number of individuals in 2020, an increase of 534%.	• Built and began execution of a multi-year AODA action plan for TPL's services and spaces to reach and maintain compliance.
		C1.2 Initiatives to support equity-deserving groups and vulnerable populations	Pam Ryan Moe Hosseini-Ara	566,192 individuals served	89,237 individuals served	maintain from 2020	534.5%		
C2. Increase access to technology & digital literacy	On Track	C2.1 Fill rate of digital literacy programs and sessions offered (%)	Pam Ryan	100%	N/A	establish baseline in 2021	N/A	Digital literacy program and course attendance and customer satisfaction consistently very high. A 30% increase in number of individuals served. 54% of branches have the full (4%) or partial (50%) technology needed to deliver digital literacy programs.	• Expanded Play & Learn STEM Kits to 10+ additional branches. • Expanded Neighbourhood Tech Kits to 10+ additional branches.
		C2.2 Customer satisfaction with digital literacy programs (%)	Pam Ryan	97%	N/A	establish baseline in 2021	N/A		
		C2.3 Digital inclusion initiatives to support equity-deserving groups and vulnerable populations	Pam Ryan Moe Hosseini-Ara	3,533,065 individuals served	2,711,551 individuals served	maintain from 2020	30.3%	Branches that have the appropriate technology to deliver digital literacy programs (%)	N/A
		C2.4 Branches that have the appropriate technology to deliver digital literacy programs (%)	Pam Ryan	54%	N/A	establish baseline in 2021	N/A		

customers/stakeholders

Strategic Objective (SO)	SO Status	Key Performance Indicator (KPI)	KPI Owner	2021 Actual	2021 Target	Target Detail	Variance (from Target)	Comment	2021 Strategic Initiatives (Completed)
C3. Deliver relevant workforce & skills development services	On Track	C3.1 Workforce & skills development uses (eLearning databases)	Shawn Mitchell	606,405 sessions	506,724 sessions	up 10% from 2020	19.7%	Workforce & skills development program and course attendance and satisfaction consistently very high. Use of workforce & skills development electronic resources up almost 20% over 2020.	<ul style="list-style-type: none"> Developed and implemented services and programs relating to self-employment/entrepreneurship, with a focus on equity-seeking groups. Developed and implemented an initiative to train Youth for entry-level IT work through the City's Digital Canopy Project.
		C3.2 Fill rate of learning opportunities offered (%)	Pam Ryan	99%	N/A	establish baseline in 2021	N/A		
		C3.3 Customer satisfaction with learning opportunities (%)	Pam Ryan	96%	N/A	establish baseline in 2021	N/A		
C4. Facilitate access to information, information literacy & civic engagement	On Track	C4.1 Electronic resources uses	Shawn Mitchell	11,107,957 e-circulation	10,540,429 e-circulation	maintain from 2020	5.4%	Civic engagement program attendance fill rate at 100% and customer satisfaction consistently high at 93%.	<ul style="list-style-type: none"> Implemented elimination of children's fines. Developed a plan, through the budget process, for Board and City Council approval for the elimination of overdue fines for teens and adults in 2022.
		C4.2 Fill rate of civic engagement programs offered (%)	Pam Ryan	100%	N/A	establish baseline in 2021	N/A		
		C4.3 Customer satisfaction with civic engagement programs (%)	Pam Ryan	93%	N/A	establish baseline in 2021	N/A		

customers/stakeholders

Strategic Objective (SO)	SO Status	Key Performance Indicator (KPI)	KPI Owner	2021 Actual	2021 Target	Target Detail	Variance (from Target)	Comment	2021 Strategic Initiatives (Completed)
C5. Deliver exceptional customer experiences	On Track	C5.1 Customer satisfaction score from Answerline survey (%)	Moe Hosseini-Ara	89%	87%	maintain from 2020	2.0%	The number of people that responded to the Answerline customer satisfaction survey for 2021 was 738. Overall, comments were very positive. Many respondents expressed happiness with Answerline's quick response time and gave shout-outs to specific staff, appreciating their excellent customer service. Overall 89% were very satisfied with TPL's Answerline Service and 86% rated the helpfulness of Answerline staff as excellent.	• Completed installation of branch self-checkout and point of sale functionality.
		C5.2 Customer satisfaction with the helpfulness of library staff (%)	Moe Hosseini-Ara	Deferred to 2022	N/A	N/A	N/A		
		C5.3 Customer satisfaction overall (%)	Moe Hosseini-Ara	Deferred to 2022	N/A	N/A	N/A		

internal business processes

Strategic Objective (SO)	SO Status	Key Performance Indicator (KPI)	KPI Owner	2021 Actual	2021 Target	Target Detail	Variance (from Target)	Comment	2021 Strategic Initiatives (Completed)
B1. Modernize our data & technology infrastructure	Slightly Off Track	B1.1 Data and technology maturity score	Alyssa Van Graft	1.0 of 5.0 maturity score	1.0 of 5.0 maturity score	Score 1.0	0	Projects to stabilize the technology infrastructure are underway with progress slower than originally anticipated.	• Launched the strategy and delivered the initiatives identified in the roadmap and action plan.
		B1.2 Digital strategy initiatives completed within scope and schedule	Alyssa Van Graft	6 initiatives	19 initiatives	19 initiatives	-13		
B2. Increase service awareness and access	On Track	B2.1 Audience and reach activities	Linda Hazzan	12,255,892 customers	14,941,233 customers	up 10% from 2020	-18.0%	Although fluctuating pandemic restrictions continued to affect TPL's ability to engage with customers and provide access to some in-branch services, the library's digital channels and services were able to provide considerable access and engagement opportunities.	• Initiated project to modernize TPL's programs and events services and capabilities.
		B2.2 Customer engagement activities	Linda Hazzan	3,646,480 customers	4,447,757 customers	up 10% from 2020	-18.0%		
		B2.3 New memberships (Digital Access Card)	Shawn Mitchell	44,259 registrations	7,162 registrations	up 10% from 2020	518.0%		
		B2.4 Enterprise projects completed within scope and schedule	Alyssa Van Graft	3 projects	2 projects	2 projects	1		

internal business processes

Strategic Objective (SO)	SO Status	Key Performance Indicator (KPI)	KPI Owner	2021 Actual	2021 Target	Target Detail	Variance (from Target)	Comment	2021 Strategic Initiatives (Completed)
B3. Minimize service disruptions	On Track	B3.1 Availability of key digital systems (%)	Alyssa Van Graft	99.55%	97.0%	97% availability	2.55%	Processes for managing outages and measuring system availability are continuing to mature.	• Upgraded Symphony & Hardware Upgrade.
		B3.2 Response time next-day compliance for security investigations (%)	Alyssa Van Graft	100.0%	90.0%	90% response time	10.0%		
B4. Make informed decisions through enhanced governance and accountability	On Track	B4.1 Library Board effectiveness self-evaluation score (%)	Elizabeth Glass	78%	100%	maintain from 2020	-22.0%	Business planning practices are in place and producing timely and informed decisions about priorities, projects, and resource capacity.	• Launched enterprise and divisional scorecards, cascaded performance objectives, and evaluated progress to outcomes.
		B4.2 Number of automated business intelligence products to support informed decision making	Alyssa Van Graft	5 automated products	5 automated products	5 automated products	0		

learning & growth

Strategic Objective (SO)	SO Status	Key Performance Indicator (KPI)	KPI Owner	2021 Actual	2021 Target	Target Detail	Variance (from Target)	Comment	2021 Strategic Initiatives (Completed)
L1. Foster a high-performance work culture by investing in our staff	On Track 	L1.11 Participation for all-staff engagement initiatives	Linda Hazzan	4,823 attendance & views	4,094 attendance & views	up 100% from 2020	17.8%	<ul style="list-style-type: none"> Engaged staff and approved a learning culture statement as a foundation to investment in continuous, relevant formal and informal learning, from experiences, peers, mentors and training to support service delivery advance our strategic outcomes during COVID-19 Evaluated the learning culture statement and learning program through an enterprise benchmark survey to gauge staff awareness, satisfaction and priorities for learning and development Delivered town halls, learning experiences, and communications in a variety of accessible formats to support staff through COVID-19 and advance our strategic outcomes including on demand and scheduled learning and conference through learn:tpl 	N/A
		L1.12 Satisfaction for all-staff engagement initiatives (%)	Linda Hazzan	71%	66%	up 5% from 2020	5.0%		
		L1.2 Action plans that enable a high performance work culture completed within scope and schedule (%)	Brian Daly	50%	50%	50% completion	0.0%		
		L1.31 Participation for staff development and training	Elizabeth Glass	1,171 staff	N/A	establish baseline in 2021	N/A		
		L1.32 Satisfaction for staff development and training (%)	Elizabeth Glass	54%	N/A	establish baseline in 2021	N/A		

learning & growth

Strategic Objective (SO)	SO Status	Key Performance Indicator (KPI)	KPI Owner	2021 Actual	2021 Target	Target Detail	Variance (from Target)	Comment	2021 Strategic Initiatives (Completed)
L2. Increase TPL Staff Digital Literacy	On Track	L2.1 Staff completion for assigned digital literacy related courses (%)	Elizabeth Glass	87%	N/A	establish baseline in 2021	N/A	Offered mandatory training on cyber security and a range of learning opportunities to advance our digital strategy and support technology services and high quality digital experiences for our customers.	N/A
		L2.2 Staff satisfaction with digital literacy training provided (%)	Elizabeth Glass	73%	79%	maintain from 2020	-6.0%		
L3. Foster a workforce that reflects and responds to our diverse society	On Track	L3.1 Staff completion for assigned Equity, diversity & inclusion related courses	Elizabeth Glass	1,672 courses	N/A	establish baseline in 2021	N/A	Equity and inclusion strategy, action plan and training program rollout on track. Diversity survey vendor selected; rollout delayed due to pandemic.	N/A
		L3.2 Equity and inclusion action plans completed within scope and schedule (%)	Brian Daly	55%	50%	50% completion	5.0%		

financial stewardship

Strategic Objective (SO)	SO Status	Key Performance Indicator (KPI)	KPI Owner	2021 Actual	2021 Target	Target Detail	Variance (from Target)	Comment	2021 Strategic Initiatives (Completed)
F1. Protect TPL's fiscal reputation with our stakeholders	Slightly Off Track	F1.1 Operating budget (%)	Larry Hughsam	97.5%	≤ 100.0%	less than or equal to 100% spend rate	-2.5%	<p>Both the operating and capital budgets were impacted by the continuing COVID-19 pandemic, resulting in the underspending of both budgets. The operating budget was underspent by 2.5% due mainly to service interruptions and is within the acceptable range. The capital budget is significantly underspent at 68.5% and is below the 80% acceptable range. Planning processes have improved in order to increase the capital spending rate in 2023 to an acceptable level.</p>	<ul style="list-style-type: none"> Developed a budget, including enhancements, which is strategically positioned to support TPL and City Council priorities. Regularly monitored to identify budget pressures and reliefs, and implemented strategies to manage pressures within the approved budget. Active management of resources to support the achievement of TPL strategic objectives. Developed 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. Supported development of City's Development Charges Background Study to maximize this funding source for TPL. Regularly monitored the status of active projects and made budget adjustments, as allowed by City policies, which advanced the capital program.
		F1.2 Capital budget annual spend rate (%)	Larry Hughsam	68.5%	≥ 80.0%	greater than or equal to 80% spend rate	-11.5%		
		F1.3 Capital budget five-year average spend rate(%)	Larry Hughsam	78.0%	≥ 80.0%	greater than or equal to 80% spend rate	-2.0%		

2022 enterprise balanced scorecard

strategy map, strategic objectives & 2022 KPIs

customer/ stakeholders	C1. Provide quality, accessible and inclusive public spaces	C2. Increase access to technology and digital literacy	C3. Deliver relevant workforce and skills development services	C4. Facilitate access to information, information literacy and civic engagement	C5. Deliver exceptional customer experiences
	KPIs <ul style="list-style-type: none"> • Online visits • Initiatives to support equity-deserving groups and vulnerable populations 	KPIs <ul style="list-style-type: none"> • Fill rate of digital literacy programs and sessions offered • Customer satisfaction with digital literacy programs • Digital inclusion initiatives to support equity-seeking groups and vulnerable populations • Branches that have the appropriate technology to deliver digital literacy programs 	KPIs <ul style="list-style-type: none"> • Workforce & skills development uses (eLearning databases) • Fill rate of learning opportunities offered • Customer satisfaction with learning opportunities 	KPIs <ul style="list-style-type: none"> • Electronic resources uses • Fill rate of civic engagement programs offered • Customer satisfaction with civic engagement programs 	KPIs <ul style="list-style-type: none"> • Customer satisfaction score from Answerline survey • Customer satisfaction with the helpfulness of library staff • Customer satisfaction overall
internal business processes	B1. Modernize our data & technology infrastructure	B2. Increase service awareness and access	B3. Minimize service disruptions	B4. Make informed decisions through enhanced governance and accountability	
	KPIs <ul style="list-style-type: none"> • Data and technology maturity score • Digital strategy initiatives completed within scope and schedule 	KPIs <ul style="list-style-type: none"> • Audience and reach activities • Customer engagement activities • New memberships (Digital Access Cards) • Enterprise projects completed within scope and schedule 	KPIs <ul style="list-style-type: none"> • Availability of key digital systems • Response time next-day compliance for security investigations 	KPIs <ul style="list-style-type: none"> • Library Board effectiveness (self-evaluation score) • Number of automated business intelligence products to support informed decision-making 	
learning & growth	L1. Foster a high-performance work culture by investing in our staff	L2. Increase TPL Staff Digital Literacy	L3. Foster a workforce that reflects and responds to our diverse society		
	KPIs <ul style="list-style-type: none"> • All-staff engagement initiatives (participation and satisfaction) • Action plans that enable a high performance work culture completed within scope and schedule • Staff development and training (participation and satisfaction) • Staff who report learning is prioritized and part of their daily work and schedule 	KPIs <ul style="list-style-type: none"> • Staff completion for assigned digital literacy related courses • Staff satisfaction with digital literacy provided 	KPIs <ul style="list-style-type: none"> • Staff completion for assigned equity, diversity & inclusion related courses • Equity and inclusion action plans completed within scope and schedule 		
financial stewardship	F1. Protect TPL's fiscal reputation with our stakeholders				
	KPIs <ul style="list-style-type: none"> • Operating budget • Capital budget annual spend rate • Capital budget five-year average spend rate 				

customers/stakeholders

Strategic Objective (SO)	Key Performance Indicator (KPI)	KPI Owner	KPI Description	2022 Target (Mid-Year)	2022 Target (Year-End)	2022 Target Detail	2022 Strategic Initiatives
C1. Provide quality, accessible & inclusive public spaces	C1.1 Online visits	Linda Hazzan	Sum of sessions for select web databases, visits for websites/blogs, and sessions for e-learning resources in the calendar year.	17,464,258	34,928,517	up 5% from 2021	<ul style="list-style-type: none"> Continue execution of TPL's digital services action plan. Deliver the Incident Management system. Reopen branches and reinstate/modify programs and services in response to the pandemic. Continue the implementation of AODA projects. Implement action steps following recommendations from the Alternate Approaches to Safety and Security Board Discussion Table. Implement Indigenous capital project and place-making initiatives.
	C1.2 Initiatives to support equity-deserving groups and vulnerable populations (%)	Pam Ryan Moe Hosseini-Ara	% of initiatives delivered to support equity deserving and vulnerable population in 2022	N/A	100% Initiatives delivered	8 initiatives planned for 2022: Presto, Youth Hubs, Adult Literacy, Withdrawn/new books donated to shelters, Care Kits, Vaccination Clinics, Storybook Parents, Social Services Teams	
C2. Increase access to technology & digital literacy	C2.1 Fill rate of digital literacy programs and sessions offered (%)	Pam Ryan	Ratio of attendees for in-person and online programs.	95%	95%		<ul style="list-style-type: none"> Develop a strategy, roadmap and action plan to expand access to technology and digital literacy. Deliver the Public Computing Realignment & Replacement project.
	C2.2 Customer satisfaction with digital literacy programs (%)	Pam Ryan	Ratio of respondents who responded that they are very satisfied or somewhat satisfied with in-person and online programs.	95%	95%		
	C2.3 Digital inclusion initiatives to support equity-deserving groups and vulnerable populations	Pam Ryan Moe Hosseini-Ara	Count of individuals served	3,703,754	10,470,129	up 196% from 2021	
	C2.4 Branches that have the appropriate technology to deliver digital literacy programs (%)	Pam Ryan	Ratio of branch locations with partial or full technology to deliver digital literacy programs.	N/A	60%		

customers/stakeholders

Strategic Objective (SO)	Key Performance Indicator (KPI)	KPI Owner	KPI Description	2022 Target (Mid-Year)	2022 Target (Year-End)	2022 Target Detail	2022 Strategic Initiatives
C3. Deliver relevant workforce & skills development services	C3.1 Workforce & skills development uses (eLearning databases)	Lisa Radha Vohra	Sum of sessions for BrainFuse, Gale, Mango, and LinkedIn Learning.	246,000	492,000	Artificial decrease attributable to a change in methodology for counting LinkedIn Learning sessions, due to the transition from Lynda.com April 30, 2021.	<ul style="list-style-type: none"> Develop and implement workforce development and life skills programs related to personal finance and financial empowerment.
	C3.2 Fill rate of learning opportunities offered (%)	Pam Ryan	Ratio of attendees for in-person and online programs.	95%	95%		
	C3.3 Customer satisfaction with learning opportunities (%)	Pam Ryan	Ratio of respondents who responded that they are very satisfied or somewhat satisfied with in-person and online programs.	95%	95%		
C4. Facilitate access to information, information literacy & civic engagement	C4.1 Electronic resources uses	Lisa Radha Vohra	Total electronic circulation.	5,500,000	11,000,000	maintain from 2021	<ul style="list-style-type: none"> Develop an advocacy strategy, roadmap, policy and action plan to advance public library service.
	C4.2 Fill rate of civic engagement programs offered (%)	Pam Ryan	Ratio of attendees for in-person and online programs.	95%	95%		<ul style="list-style-type: none"> Implement the Equity Statement and the Intellectual Freedom Statement, and develop road map and action plan for each.
	C4.3 Customer satisfaction with civic engagement programs (%)	Pam Ryan	Ratio of respondents who responded that they are very satisfied or somewhat satisfied with in-person and online programs.	95%	95%		<ul style="list-style-type: none"> Implement elimination of overdue fines for teens and adults. Complete Francophone community consultations on adult French collections.

customers/stakeholders

Strategic Objective (SO)	Key Performance Indicator (KPI)	KPI Owner	KPI Description	2022 Target (Mid-Year)	2022 Target (Year-End)	2022 Target Detail	2022 Strategic Initiatives
C5. Deliver exceptional customer experiences	C5.1 Customer satisfaction score from Answerline survey (%)	Moe Hosseini-Ara	% Respondents who are "very satisfied" or "somewhat satisfied" in response to the overall satisfaction question on the customer survey.	90%	90%	maintain from 2021	<ul style="list-style-type: none"> Develop the customer experience strategy, roadmap and action plan. Complete and implement Integrated Cash Register project. Continue to implement TPL's brand and visual identity and wayfinding enhancements. Improve and optimize mass email communications to customers. Continue project to modernize TPL's programs and events services and capabilities.
	C5.2 Customer satisfaction with the helpfulness of library staff (%)	Moe Hosseini-Ara	Survey scope and questions to be defined	N/A	N/A	establish baseline in 2022	
	C5.3 Customer satisfaction overall (%)	Moe Hosseini-Ara	Survey scope and questions to be defined	N/A	N/A	establish baseline in 2022	

internal business processes

Strategic Objective (SO)	Key Performance Indicator (KPI)	KPI Owner	KPI Description	2022 Target (Mid-Year)	2022 Target (Year-End)	2022 Target Detail	2022 Strategic Initiatives
B1. Modernize our data & technology infrastructure	B1.1 Data and technology maturity score	Alyssa Van Graft	Overall score from Gartner's data and technology maturity assessment (1.0 - 5.0 score)	N/A	1.5	Score 1.5	• Digital strategy launched and action plans in progress.
	B1.2 Digital strategy initiatives completed within scope and schedule (%)	Alyssa Van Graft	% of digital strategy initiatives on track to scope, schedule, and budget	N/A	> 70%		
B2. Increase service awareness and access	B2.1 Audience and reach activities	Linda Hazzan	Total audience and reach on channels (email marketing, email lifecycle, social media)	5,813,459	12,907,837	up 5% from 2021	• Cloud strategy refresh and migration plan.
	B2.2 Customer engagement activities	Linda Hazzan	Total customer engagement on channels (email marketing, email lifecycle, social media)	1,765,678	3,833,851	up 5% from 2021	
	B2.3 New memberships (Digital Access Card)	Lisa Radha Vohra	Count of digital access card registrations	12,000	24,000	up 368% from 2020	
	B2.4 Enterprise projects completed within scope and schedule (%)	Alyssa Van Graft	% of enterprise projects on track to scope, schedule, and budget	N/A	> 70%		

internal business processes

Strategic Objective (SO)	Key Performance Indicator (KPI)	KPI Owner	KPI Description	2022 Target (Mid-Year)	2022 Target (Year-End)	2022 Target Detail	2022 Strategic Initiatives
B3. Minimize service disruptions	B3.1 Availability of key digital systems (%)	Alyssa Van Graft	Percent of system planned uptime/downtime for key digital systems	N/A	97%	97% availability	• Stabilize key digital services including tpl.ca and Print/Copy/Scan System (P4P).
	B3.2 Response time next-day compliance for security investigations (%)		Percentage of escalated security problems responded to within the next working day				• Improve facilities service request process and data.
B4. Make informed decisions through enhanced governance and accountability	B4.1 Library Board effectiveness self-evaluation score (%)	Shawn Mitchell	Percentage of Board Members responding "Strongly Agree" or "Agree" to the question "The Board is effective and performs well" in the Board Self Evaluation survey	N/A	75%	5 automated products	• Focus in future years
	B4.2 Number of automated business intelligence products to support informed decision making		Count of automated reports operationalized				• Focus in future years

learning & growth

Strategic Objective (SO)	Key Performance Indicator (KPI)	KPI Owner	KPI Description	2022 Target (Mid-Year)	2022 Target (Year-End)	2022 Target Detail	2022 Strategic Initiatives
L1. Foster a high-performance work culture by investing in our staff	L1.11 Participation for all-staff engagement initiatives	Linda Hazzan	Live attendance (in-person/online) and views of recordings for staff engagement initiatives. Staff initiatives include staff town halls and divisional ask-me-anythings.	2,412	4,823	maintain 2021	<ul style="list-style-type: none"> Develop the employee experience plan, integrated with a modern workplace plan, and identify priorities.
	L1.12 Satisf action for all-staff engagement initiatives (%)	Linda Hazzan	An aggregated staff satisfaction score for the town halls. This is an average score for eight specific questions asked in the town hall survey.	71%	76%	up 5% from 2021	<ul style="list-style-type: none"> Develop and execute a workplace reentry plan and remote work strategy, roadmap and action plan.
	L1.2 Action plans that enable a high performance work culture completed within scope and schedule (%)	Brian Daly	Proportion of action plans that enable a high performance work culture completed within scope and schedule: 1. Develop the employee experience plan 2. Develop and execute remote/hybrid work action plan	50%	75%		<ul style="list-style-type: none"> Develop and execute the plan to optimize staff productivity, collaboration & communication (O365, SharePoint, Access). Initiate and complete HR modernization projects. Initiate the Staff Computing Realignment & Replacement project.
	L1.31 Participation for staff development and training	Brian Daly	Average number of staff who complete at least one learning object per month.	N/A	N/A	establish baseline in 2022 when in-person training available	<ul style="list-style-type: none"> Upgrade TPL Board meeting room technology to support virtual, in person, and hybrid meetings.
	L1.32 Satisf action for staff development and training (%)	Brian Daly	% of Staff response to: "I am satisfied with the range of learning opportunities available to me." (Staff Training Survey)	N/A	N/A	establish baseline in 2022 when in-person training available	<ul style="list-style-type: none"> Implement action steps to address violent and disruptive incidents, based on the recommendations of the Discussion Table on Alternative Approaches to Safety and Security.
	L1.4 Staff who report learning is prioritized as a part of their daily work (%)	Brian Daly	From bi-annual learning and development survey administered to staff at all levels	N/A	N/A	establish baseline in 2022	

learning & growth

Strategic Objective (SO)	Key Performance Indicator (KPI)	KPI Owner	KPI Description	2022 Target (Mid-Year)	2022 Target (Year-End)	2022 Target Detail	2022 Strategic Initiatives
L2. Increase TPL Staff Digital Literacy	L2.1 Staff completion for assigned digital literacy related courses (%)	Brian Daly	Staff completion rate for assigned digital literacy related courses.	N/A	N/A	establish baseline in 2022 when in-person training available	• Focus in future years
	L2.2 Staff satisfaction with digital literacy training provided (%)	Brian Daly	% Respondents who agree or strongly agree with the question asked on learn:tpl "How satisfied are you with the course content?"	N/A	N/A	establish baseline in 2022 when in-person training available	
L3. Foster a workforce that reflects and responds to our diverse society	L3.1 Staff completion for assigned Equity, diversity & inclusion related courses (%)	Brian Daly	% Staff completing mandatory courses related to Equity, Diversity & Inclusion.	N/A	N/A	establish baseline in 2022 when in-person training available	• Advance workplace policy initiatives encompassing anti-Black racism and broader equity and inclusion.
	L3.2 Equity and inclusion action plans completed within scope and schedule (%)	Brian Daly	% action plans completed within scope and schedule: 1. Equity and Inclusion Strategy 2. Confronting Anti-Black Racism (CABR) Action Plan	50%	75%		

financial stewardship

Strategic Objective (SO)	Key Performance Indicator (KPI)	KPI Owner	KPI Description	2022 Target (Mid-Year)	2022 Target (Year-End)	2022 Target Detail	2022 Strategic Initiatives
F1. Protect TPL's fiscal reputation with our stakeholders	F1.1 Operating budget (%)	Larry Hugham	Spend Rate: actual operating spending / final approved budget	N/A	$\leq 100.0\%$	less than or equal to 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.
	F1.2 Capital budget annual spend rate (%)	Larry Hugham	Annual Spend Rate: actual capital spending / (approved budget - annual average)	N/A	$\geq 80.0\%$	greater than or equal to 80% spend rate	<ul style="list-style-type: none"> Regular monitoring to identify budget pressures and reliefs, and implement strategies to manage pressures within the approved budget.
	F1.3 Capital budget five-year average spend rate (%)	Larry Hugham	Five-year Average Spend Rate: actual capital spending / (approved budget - five-year average)	N/A	$\geq 80.0\%$	greater than or equal to 80% spend rate	<ul style="list-style-type: none"> 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. Regular monitoring of the status of active projects and make budget adjustments, as allowed by City policies, which advance the capital program. Deliver on the capital program by achieving a high level of budget spending.