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tpl : toronto public library

**STAFF REPORT
INFORMATION ONLY**

Enterprise Balanced Scorecard and Strategic Action Plan: 2022 Results and 2023 Targets

Date: April 24, 2023

To: Toronto Public Library Board

From: City Librarian

SUMMARY

The purpose of this report is to provide the year-end results of the Toronto Public Library's (TPL's) 2022 Enterprise Balanced Scorecard (eBSC) and Strategic Action Plan, and present TPL's 2023 Enterprise Balanced Scorecard and Strategic Action Plan.

TPL's Enterprise Balanced Scorecard and annual strategic action plans provide all stakeholders, including the Board and TPL staff, a shared way to understand the organization's plans and to monitor its progress towards the goals and outcomes of TPL's Strategic Plan.

In 2022, the pandemic continued to present many challenges and the closure and re-opening of 44 branches at the start of 2022, as well as staffing and other resource challenges, impacted achievement of some targets. Despite these challenges, significant progress was made and most strategic objectives remain on track. The year-end results for the 2022 Enterprise Balanced Scorecard show that, of the thirteen Strategic Objectives, eight are on track, four are nearly on track and one is off track.

Similarly, while there have been some delays in execution of the 2022 strategic action plan as a result on unanticipated service impacts, TPL was able to adjust business plans quickly, and remained focused on achieving the strategic plan's goals while also continuing to prioritize and implement critical projects. Of the 31 initiatives undertaken during the year to advance the Strategic Plan, 17 initiatives were completed and 14 were advanced. Staff were able to accomplish a great deal and stay largely on track for the execution of the strategic action plan.

In 2023, as TPL moves into the last two years of its current strategic plan, staff will continue to build on the momentum created through the foundational work of the first three years of the plan, as they continue to adapt to the changing service environment.

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's 2020-2024 Strategic Plan "TPL: Vital to Toronto" outlines TPL's priorities, what success will look like, and offers examples of how these goals will be achieved.

The strategic plan execution roadmap defines a plan for how to get there, year by year, through the development of yearly action plans.

The Enterprise Balanced Scorecard tracks the organization's progress towards the outcomes of the plan against set goals and targets, and is reported to the Board twice per year.

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 commitment to helping level the playing field for all Torontonians – with a particular focus on equity-seeking groups and vulnerable

populations. The Plan integrates a focus on equity in everything the Library does – to understand and break down barriers to access and increase inclusion to ensure that everyone who wants to use the library feels welcome and represented in the space, is able to access services, and can benefit from the outcomes the Library is working towards.

The Enterprise Balanced Scorecard helps to track progress towards those outcomes, and the equity goals identified in TPL's Equity Statement.

DECISION HISTORY

At its November 25, 2019 meeting, the Library Board approved the 2020-2024 Strategic Plan Overview as recommended by the Strategic Planning Steering Committee.

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.

At its January 25, 2021 meeting, the Library Board received a report for information that provided an overview of the 2020-2024 strategic plan's execution roadmap and 2021 action plan.

At its April 26, 2021 meeting, the Library Board received the 2020 and 2021 Enterprise Balanced Scorecards report.

At its April 25, 2022 meeting, the Library Board received the 2021 and 2022 Enterprise Balanced Scorecards report. The Library Board also received the 2022 Action Plan report.

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

ISSUE BACKGROUND

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

In late 2019, the Library Board approved TPL's 2020-2024 Strategic Plan as recommended by the Strategic Planning Steering Committee. The Board also approved

TPL's Strategy Map and directed staff to monitor progress of the Strategy through implementation of the Balanced Scorecard with key performance indicators and targets. The City Librarian has delegated authority for each key performance indicator and target to the respective accountable Director identified for each KPI in the attached scorecard.

The strategy map translates the five strategic plan priorities into thirteen objectives across four perspectives. It shows how the Library aligns its resources and builds operational and organizational 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 objectives have key performance indicators (KPIs) that identify how TPL measures and reports on progress towards advancing the 2020-2024 strategic plan's priorities and outcomes through the Enterprise Balanced Scorecard.

The strategic initiatives identified for each of the thirteen objectives in the Enterprise Balanced Scorecard also form TPL's 2023 annual Strategic Action Plan that advances the overall goals of the Strategic Plan Execution Roadmap.

COMMENTS

2022 Enterprise Balanced Scorecard and Strategic Action Plan Results

Summary of 2022 Enterprise Balanced Scorecard Results

Responding to unanticipated service impacts at the start of 2022 due to the closure and then re-opening of 44 branches impacted the achievement of targets in some areas. Despite this, significant progress has been made and most strategic objectives remain on track.

To summarize TPL's year-end progress for 2022: eight objectives are on track; four are nearly on track; and one is off track. Information on the specific KPIs impacting the status of the strategic objectives that are not on track is provided in Table 1.

Table 1: Response to objectives that are near track or off track

Related KPIs	Year-End Result and Response
C2 Increase access to technology and digital literacy – Off track	
C2.1 Fill rate of digital literacy programs and sessions offered (%)	Target 95%; Actuals 75% Fill rate represents a 5% increase in attendance for in-person and a just over 10% decrease in online digital literacy program attendance since mid-year. We expect this is service level normalization following online-only options during the pandemic.
C2.3 Digital inclusion initiatives to support equity deserving groups and vulnerable populations	Target 10.47M; Actuals 6.4M Branch wi-fi uses are 40% off target and computer workstation uses are 34% off target due to branch closures in the first half of the year. Although actuals for this KPI are up 196% compared to 2021 and use recovered in the second half of the year as branches re-opened, this objective remains off track overall as targets were not met.
C3 Deliver relevant workforce & skills development services - Near track	
C3.2 Fill rate of learning opportunities offered (%)	Target 95%; Actuals 75.4% Career Coaches in Residence programs exceeded expected fill rates. In other workforce development courses, most customers returned to in-person classes at all education levels, reducing the demand for online courses. Experience has now shown higher non-attendance rates for in-person courses over online, resulting in lower fill-rates.

Related KPIs	Year-End Result and Response
L1 Foster a high-performance work culture by investing in our staff - Near track	
L1.11 Participation for all-staff engagement activities	Target 4,823; Actuals 3,307
L1.2 Action plans that enable a high performance work culture completed within scope and schedule	Target 60%; Actuals 50% Significant progress was made through 2022 with the rollout of the Staff Diversity & Engagement Survey and learning initiatives, along with the implementation of TPL's hybrid work program. The Employee Experience Strategy and other planned initiatives were delayed due to resource constraints and higher priorities in 2022.
L3 Foster a workforce that reflects our diverse society - Near track	
L3.1 Staff completion for assigned equity, diversity & inclusion related courses	Actuals: 34% Participation rate in mandatory training programs was lower than expected, due to other staff priorities in 2022
F1 Protect TPL's fiscal reputation with our stakeholders - Near track	
F1.2 Capital budget annual spend rate	Target $\geq$ 80%; Actuals 73.4% The capital budget was impacted by the pandemic, resulting in underspending. Despite this, the spend rate is an improvement from the previous year.

Summary of 2022 Annual Strategic Action Plan - Actions Completed

The initial years of the Strategic Plan Execution Roadmap balanced the need to build foundations with the delivery of immediate needs. Throughout the past three years, this plan was re-visited as the impacts of COVID-19 continued to require re-prioritization of work. In 2021 and 2022 the focus was balanced between thinking and planning work (developing specific strategies, taking inventories, and mapping out multi-year programs and their activities), and completing strategically important and immediately-needed projects.

While there have been some delays in strategic execution, significant progress has been made in all key areas. Despite the ongoing impacts of the pandemic in 2022, of the 31 initiatives undertaken during the year, 17 initiatives were completed and 14 were advanced.

Initiatives completed and advanced include:
- Re-opened 44 branches and re-instated most services
- Opened three newly renovated branches
- Launched the Incident Management system
- Developed Digital Services (Tier 4) Vision and Strategy
- Expanded availability of Play and Learn STEM Kits and Neighbourhood Tech Kits
- Made significant progress in the replacement of public computers
- Launched the Financial Empowerment pilot program and Entrepreneurs Suite
- Completed final phase of overdue fines elimination
- Launched the Know Your Vote & Celebrate Democracy programs
- Developed Equity & Intellectual Freedom Statements
- Upgraded branch cash registers
- Executed the "tpl: we open doors" public awareness and engagement campaign
- Implemented a staff re-entry plan and hybrid work policies for support departments
- Transitioned TPL Board meetings to a hybrid format
- Made significant progress on a Safety and Security Enhancements Action Plan
- Rolled out the Staff Diversity and Engagement Survey and Action Plan

The complete list of initiatives and more details on the status of these initiatives is included in the 2022 Enterprise Balanced Scorecard in Attachment 1.

2023 Enterprise Balanced Scorecard Targets and Strategic Action Plan

Summary of 2023 Enterprise Balanced Scorecard

For 2023, the existing thirteen strategic objectives on the scorecard are unchanged, to maintain consistency throughout the five-year Strategic Plan. Three key performance indicators that were previously on hold during the pandemic have been added for reporting in the 2023 scorecard: in-branch visits, full service memberships and total circulation. Targets have been set in these three areas that reflect a balance between setting ambitious goals and a recognition that returning to pre-pandemic service levels will occur gradually, and in a changing service context.

The ending of pandemic restrictions in the second half of 2022 led to more customers returning to branches and a return to in-person programming. A focus on service re-instatement will continue to be a 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.

Summary of 2023 Strategic Action Plan

Moving into the last two years of the strategic plan in 2023 and 2024, TPL will continue to build on the momentum created through the foundational work of the first three years of the plan, as well as to continue to adapt plans to a changing service environment.

Initiatives planned for 2023 include:
- Service re-instatement initiatives
- The opening of four newly- renovated branches
- AODA initiatives, including improved Accessibility 101 training
- The development of a Reconciliation Statement
- The development of a Sustainability Strategy
- Replacement of the Reserve a Computer system
- Completion of the Public Computing Replacement program
- Development of a workforce development strategy
- Rollout of the Intellectual Freedom & Equity Statements and related Intellectual Freedom initiatives and training
- Expansion of the Branch Experience project
- Transformation of the Museum and Arts Pass service
- Delivery of digital strategy projects
- Continued implementation of TPL's Branding program
- Development of an applicant tracking system
- Development of an employee wellness and mental health strategy
- Implementation of security enhancements and a social services pilot
- Develop of an workplace equity and inclusion action plan

The complete Strategic Action Plan and more details on these planned initiatives are included in the 2023 Enterprise Balanced Scorecard in Attachment 1.

Monitoring progress and adjusting plans

For TPL to achieve the expected outcomes of its 2020-2024 Strategic Plan, the entire organization must understand what will be required – year by year – and how each

individual's role contributes to the overall success of the plan. Aligning the entire organization to the Strategic Plan Execution Roadmap is achieved through regular internal business planning processes, annual scorecard reporting and on-going communication.

The Strategic Plan Execution Roadmap describes how TPL will achieve its strategic objectives and outcomes, and the scorecard tracks the organization's progress against set goals and targets. Business planning is the regular and ongoing process of checking in, confirming, and adjusting annual plans based on progress, new information, risks, opportunities, and other considerations. Staff will continue to conduct quarterly internal reviews to understand progress to scorecard objectives and determine actions needed to remove roadblocks, adjust pace, and manage resources.

Staff will continue to mature the business planning discipline that began in 2019. Over the past three years, the pandemic has introduced many challenges and changes and TPL has been able to quickly and rapidly pivot and adjust business plans. This ability to evaluate and re- plan is a strong foundation to build on that will ensure TPL remains on track to achieve its goals over the remaining two years of the current strategic plan.

Staff will provide a mid-year progress update using red-yellow-green status on the 2023 Enterprise Balanced Scorecard to the Library Board in Quarter 3, 2023, and will provide year-end results in Quarter 2, 2024.

CONTACT

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SIGNATURE

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Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1:   Enterprise Balanced Scorecard & Strategic Action
Plan: 2022 Results and 2023 Targets

Attachment 1

Enterprise Balanced Scorecard and Strategic Action Plan:

2022 results and 2023 targets

tpl:

focus on equity: Our commitment to understanding and breaking down barriers to access and increasing inclusion

		short	medium	long-term	
1	public space	short	medium	long-term	✓
2	digital inclusion & literacy	short	medium	long-term	✓
3	workforce development	short	medium	long-term	✓
4	a democratic society	short	medium	long-term	✓
5	public service excellence	short	medium	long-term	✓

partnerships

modernization

evaluation & accountability

tpl:
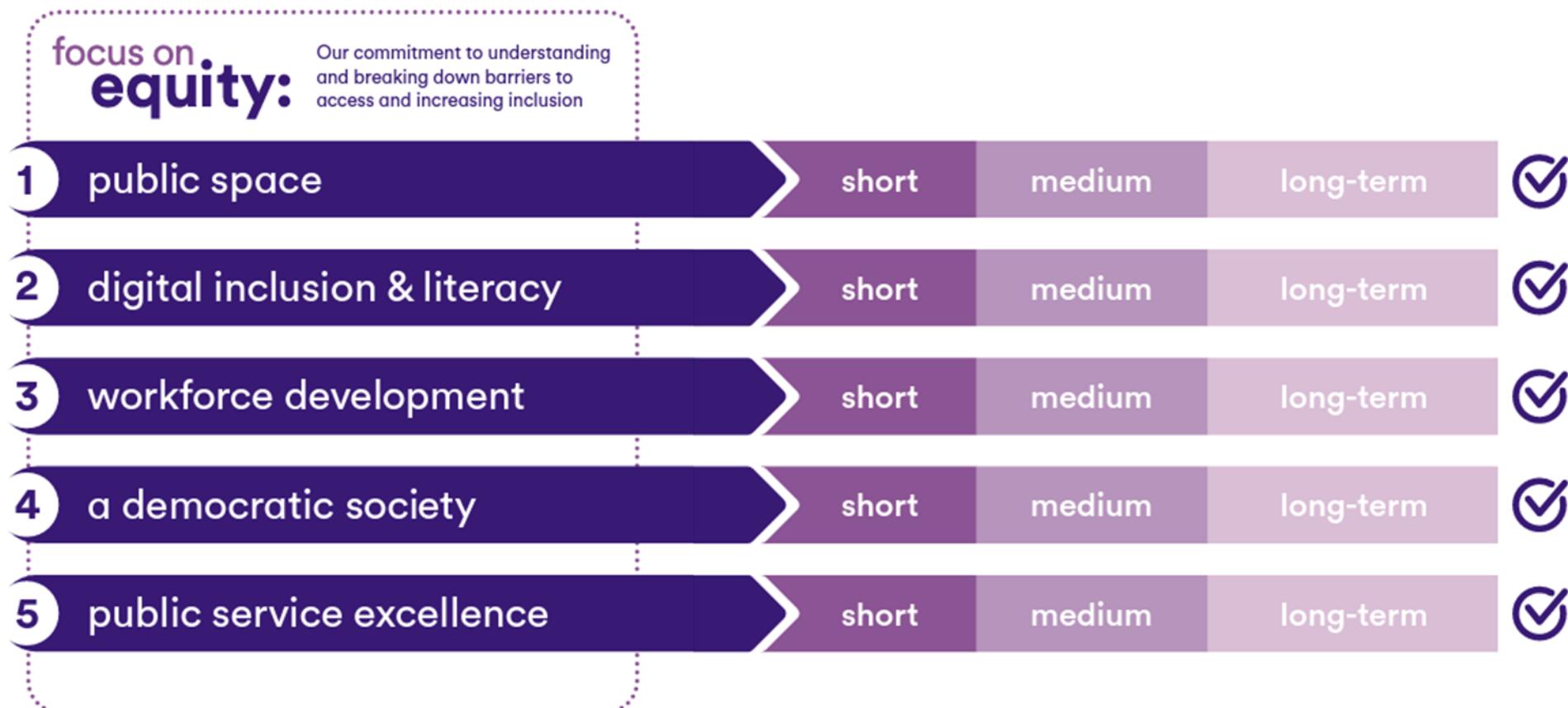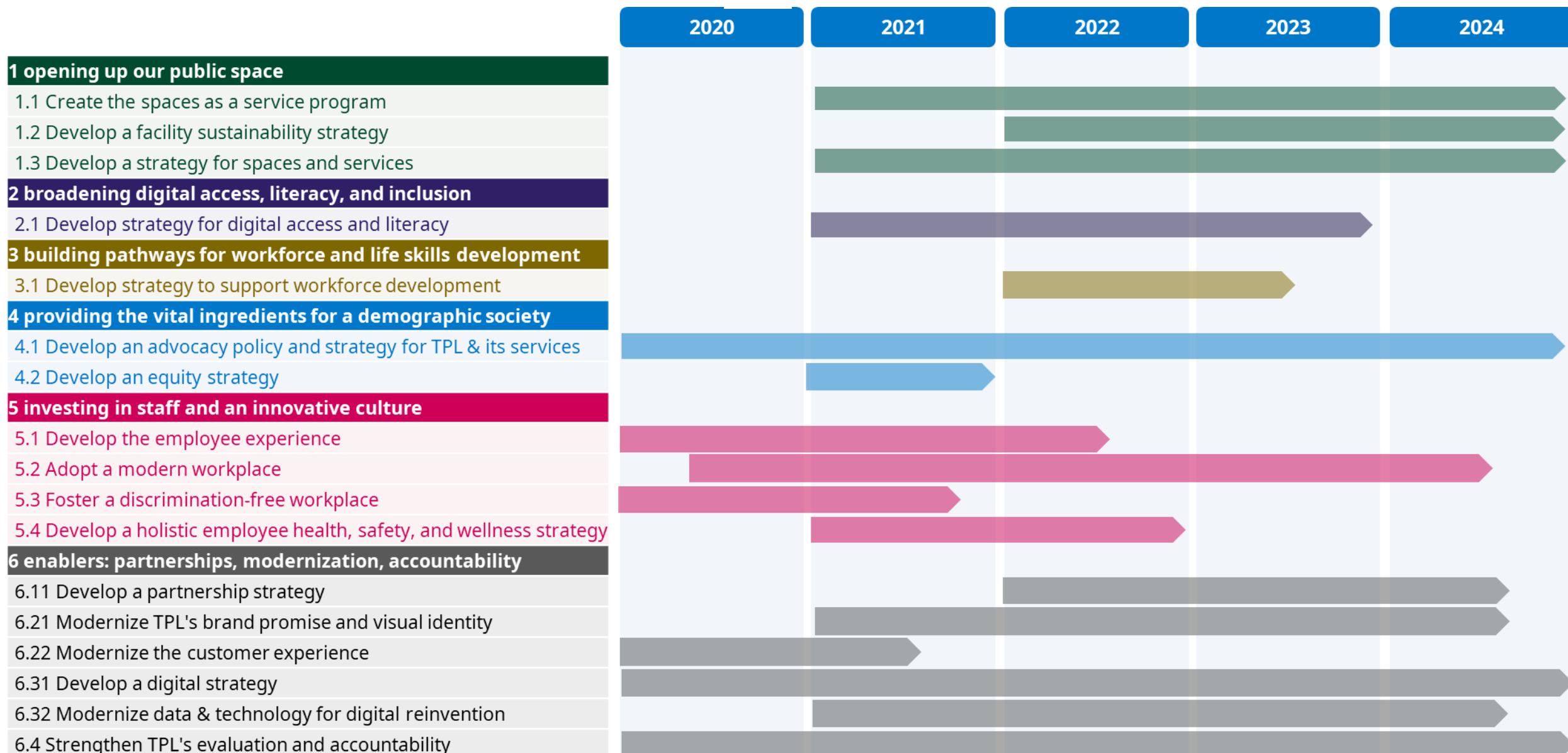
how will we **measure** & **track** our **successes**?

✓ **measuring success**

for our ······· → **outcomes & impacts**

strategic priorities	short-term	medium-term	long-term
	Changes in **knowledge or attitudes** by participants, measured over weeks or months	Changes in **behavior** by participants, over several of months or years	Changes in **people and communities** through systemic change, measured over several of years

✓ **city impacts**

What success looks like for individual Torontonians when they use the library

The transform-ational change that helps make our city successful, resilient and well

tpl:

4

how will we **measure** & **track** our **successes**?

for our

1 We have three **overarching measures** and **5 year targets** for our strategic plan, tracking our short and medium-term **outcomes**

| strategic priorities | short-term | medium-term | long-term |

our **reach**	our **use**	our **value**
↑ 4%	↑ 10%	↔ maintain high value

tpl:
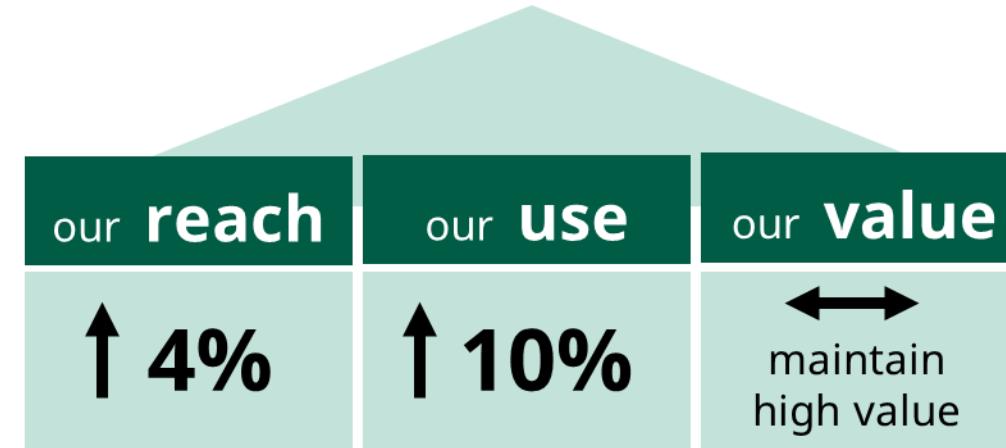
how will we
measure & **track**
our **successes**?

for our

| strategic priorities | short-term | medium-term | long-term |

2 We will use the **balanced scorecard** to guide our progress, advancing our five strategic priorities

tpl:

balanced scorecard framework

organizational alignment

strategic plan - 5 priorities -

strategy map & strategic objectives

KPIs & targets

initiatives

High level direction for next 5 years

The long term goals that drive the strategy.

Connected by the Strategy Map, roadmap to achieving strategic outcomes

How we measure progress towards strategic objectives

The 'engine' that drives the strategy.

The operational work to achieve the targets of strategic objectives

tpl:

tpl: **vital to toronto**
building success, resilience
and well-being for our city

Toronto Public Library
strategic plan 2020-2026   tpl.ca

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

partnerships

modernization

evaluation &
accountability

customer/ stakeholders

C1.
provide quality, accessible & inclusive **public spaces**

C2.
increase access to **technology & digital literacy**

C3.
deliver relevant **workforce & skills development services**

C4.
facilitate **access to information, information literacy & civic engagement**

C5.
deliver exceptional **customer experiences**

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

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** & responds to our diverse society

financial stewardship

F1.
protect TPL's fiscal reputation with our stakeholders

value creation chain
(cause & effect relationships)

tpl:

8

strategy map & key performance indicators

customer/ stakeholders

C1. provide quality, accessible & inclusive **public spaces**	C2. increase access to **technology & digital literacy**	C3. deliver relevant **workforce & skills development services**	C4. facilitate **access to information, information literacy** & **civic engagement**	C5. deliver exceptional **customer experiences**
KPIs • Online visits • Initiatives to support equity-deserving groups and vulnerable populations	**KPIs** • 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** • Workforce & skills development uses (eLearning databases) • Fill rate of learning opportunities offered • Customer satisfaction with learning opportunities	**KPIs** • Electronic resources uses • Fill rate of civic engagement programs offered • Customer satisfaction with civic engagement programs	**KPIs** • 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 • Data and technology maturity score • Digital strategy initiatives completed within scope and schedule	**KPIs** • Audience and reach activities • Customer engagement activities • New memberships (Digital Access Cards) • Enterprise projects completed within scope and schedule	**KPIs** • Availability of key digital systems • Response time next-day compliance for security investigations	**KPIs** • Availability of key digital systems • Response time next-day compliance for security investigations

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** & **responds to our diverse society**
KPIs • 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** • Staff completion for assigned digital literacy related courses • Staff satisfaction with digital literacy provided	**KPIs** • 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
• Operating budget
• Capital budget annual spend rate
• Capital budget five-year average spend rate

- **2022 Results:** First year that customer satisfaction measures have been available - from enterprise survey

- **2023 Targets:** Added KPIs that were postponed due to the pandemic:
  - C1.3 In branch visits (Moe)
  - C4.4 Physical Circulation (Lisa Radha)
  - B2.5 New memberships – full service card (Lisa Radha)

- **New template:** year-over-year changes visualized

Strategic Objective	Status
C1 Provide quality, accessible & inclusive public spaces	On Track
C2 Increase access to technology & digital literacy	Off Track
C3 Deliver relevant workforce & skills development services	Near Track
C4 Facilitate access to information, information literacy & civic engagement	On Track
C5 Deliver exceptional customer experiences	On Track
B1 Modernize our data & technology infrastructure	On Track
B2 Increase service awareness and access	On Track
B3 Minimize service disruptions	On Track
B4 Make informed decisions through enhanced governance and accountability	On Track
L1 Foster a high-performance work culture by investing in our staff	Near Track
L2 Increase TPL Staff Digital Literacy	On Track
L3 Foster a workforce that reflects and responds to our diverse society	Near Track
F1 Protect TPL's fiscal reputation with our stakeholders	Near Track

summary of 2022 results

8 on track

4 near track

1 off track

highlights of 2022 strategic action plan results

- Re-opened 44 branches and reinstated most services
- Opened 3 newly-renovated branches
- Launched Incident Management system
- Developed Digital Services (Tier 4) Vision
- Expanded Play and Learn STEM Kits and NTKs
- Made significant progress in replacing public computers
- Launched Financial Empowerment pilot program and Entrepreneurs Suite
- Completed final phase of overdue fines elimination
- Launched Know Your Vote & Celebrate Democracy campaign
- Developed Equity & Intellectual Freedom Statements
- Completed cash register upgrades completed

- Delivered digital strategy projects
- Rolled out tpl: we open doors public awareness & engagement campaign

- Implemented staff re-entry plan and hybrid work policies
- Transitioned to hybrid board meetings
- Made significant progress on Safety and Security Enhancements Action Plan
- Rolled out the Staff Diversity & Engagement Survey and action plan

- Delivered operating and capital budgets

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highlights of 2023 strategic action plan

- Service re-instatement initiatives

- Open 4 renovated branches

- AODA initiatives, incl Accessibility 101 training

- Reconciliation Statement

- Sustainability Strategy

- Reserve a Computer replacement

- Complete Public Computing replacement

- Digital literacy strategy

- Workforce development strategy

- Intellectual Freedom & Equity Statements roll-out

- Expand branch experience project

- Customer Experience strategy

- Museum and Arts Pass Transformation

- Deliver digital strategy projects

- Implement branding program

- Applicant tracking system

- Employee wellness and mental health strategy

- Security enhancements and social services pilot

- Workplace equity and inclusion action plan

- Deliver operating and capital budgets

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TPL's strategic plan & 2023 budget focus areas

1 Opening up our public space	**2** Broadening Toronto's digital access and inclusion	**3** Building pathways for workforce development	**4** Providing the vital ingredients for a democratic society	**5** Investing in staff and an innovative service culture

1 **Support an inclusive economic recovery** as part of the City's **recovery and rebuild** strategy

2 **Advance equity in the city and workplace,** supporting the shared outcomes of the City's equity strategies.

3 **Provide affordable, accessible and resilient digital supports** as a public service for all

4 **Implement strategies to ensure the safety and security** of TPL staff and customers in our welcoming and accessible public spaces

tpl:

2022
Enterprise Balanced Scorecard & Strategic Action Plan
Results

2022 Enterprise Balanced Scorecard: Strategy Map & KPIs

customer/ stakeholders

C1.
provide quality, accessible & inclusive **public spaces**

C2.
increase access to **technology & digital literacy**

C3.
deliver relevant **workforce & skills development services**

C4.
facilitate **access to information, information literacy** & **civic engagement**

C5.
deliver exceptional **customer experiences**

KPIs
- Online visits
- Initiatives to support equity-deserving groups and vulnerable populations

KPIs
- 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
- Workforce & skills development uses (eLearning databases)
- Fill rate of learning opportunities offered
- Customer satisfaction with learning opportunities

KPIs
- Electronic resources uses
- Fill rate of civic engagement programs offered
- Customer satisfaction with civic engagement programs

KPIs
- 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
- Data and technology maturity score
- Digital strategy initiatives completed within scope and schedule

KPIs
- Audience and reach activities
- Customer engagement activities
- New memberships (Digital Access Cards)
- Enterprise projects completed within scope and schedule

KPIs
- Availability of key digital systems
- Response time next-day compliance for security investigations

KPIs
- Availability of key digital systems
- Response time next-day compliance for security investigations

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** & **responds to our diverse society**

KPIs
- 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
- Staff completion for assigned digital literacy related courses
- Staff satisfaction with digital literacy provided

KPIs
- 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
- Operating budget
- Capital budget annual spend rate
- Capital budget five-year average spend rate

Strategic Objective	Status	Overview of 2022 Results
C1 Provide quality, accessible & inclusive public spaces	On Track	Initiatives to support equity-deserving populations are on track and met targets. Online visits 9% under-target likely reflecting right-sizing following pandemic spike in online use.
C2 Increase access to technology & digital literacy	Off Track	Fill rate represents a 5% increase in attendance for in-person and a just over 10% decrease in online digital literacy program attendance since mid-year. We expect this is service level normalization following online-only options during the pandemic. Branch Wi-Fi and computer workstation uses are above 2021 levels but are off target due to branch closures in 2022.
C3 Deliver relevant workforce & skills development services	Near Track	Career Coaches in Residence programs exceeded expected fill rates. In other workforce development courses, most customers returned to in-person classes at all education levels, reducing the demand for online courses. Experience has now shown higher non-attendance rates for in-person courses over online, resulting in lower fill-rates.
C4 Facilitate access to information, information literacy & civic engagement	On Track	While fill rate is on-track at 95% overall in Civic Life program stream, online fill rate tracked at 99% with in-person fill rate tracking at 79%, showing higher no-show for in-person programs.
C5 Deliver exceptional customer experiences	On Track	The overall high level of satisfaction reflects the success of TPL's flexible and responsive approach to service reinstatement after the challenges of the pandemic.
B1 Modernize our data & technology infrastructure	On Track	Improved governance, processes, and communication have contributed to an improved IT Maturity score and Digital Strategy Program progress. Improvements in these areas continue.
B2 Increase service awareness and access	On Track	New memberships and enterprise projects completed within scope and schedule exceeded targets. We continued to see an increase in email activities (audience, reach, and engagement). However, reduced branch activities, as well as algorithm changes, content posting frequency and relevancy all affected social media reach and engagement in 2022.
B3 Minimize service disruptions	On Track	Improvements have been made to our network architecture by engaging our vendor in improve network design and implement redundancies. We have also implemented improved processes for incident and security response.
B4 Make informed decisions through enhanced governance and accountability	On Track	Made improvement to our Enterprise Balanced Scorecard and reporting functions that resulted in clearer templates to guide decision making.
L1 Foster a high-performance work culture by investing in our staff	Near Track	Significant progress made through staff survey and learning initiatives, along with implementation of hybrid work program. Employee experience strategy and other planned initiatives delayed due to resource constraints and higher priorities in 2022.
L2 Increase TPL Staff Digital Literacy	On Track	23 of 26 evaluators of digital literacy modules completed in 2022 said they were satisfied or very satisfied with the course content
L3 Foster a workforce that reflects and responds to our diverse society	Near Track	Participation rate in mandatory equity and inclusion training programs fell short of targets, due to other staff priorities in 2022
F1 Protect TPL's fiscal reputation with our stakeholders	Near Track	Operating budget on target. Capital budget was impacted by the pandemic, resulting in underspending. Planning processes will continue to be improved to increase capital spend rate, which has seen an improvement from previous year.

2022 Enterprise Balanced Scorecard

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2022	Target Value 2022	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
C1 Provide quality, accessible & inclusive public spaces	**On Track**	**C1.1 Online visits**	31,796,963	34,928,517	31.92M	33.27M	31.80M			Initiatives to support equity-deserving populations are on track and met targets. Online visits 9% under-target likely reflecting right-sizing following pandemic spike in online use.
		C1.2 Initiatives to support equity-deserving groups and vulnerable populations (%)	100%	100%			100%			

| Strategic Initiative ▲	2022 Results
Re-open branches closed due to the pandemic and re-instate services	Re-opened 44 branches temporarily closed due to impacts of the pandemic and re-instated services, including in-person programming and events in response to lifting of COVID-19 restrictions
Facilities capital projects	Implemented capital program for 2022, including re-opening of 3 renovated branches, as well as ongoing planning for other projects
Initiatives to support equity deserving groups	Delivered initiatives to support equity deserving groups including Period Equity pilot, personal care bank pilot, Rainbow Presence, and pilot sensory room
AODA Multi-year Action Plan	Completed 2022 Accessibility Action Plan initiatives, including developing Accessible Digital Documents Training and Accessibility 101 training modules
Inclusive Washrooms	Approval of new Inclusive Washrooms policy
Incident Management system	Completed launch and roll-out of new system, including mandatory training for all staff
Re-imagine Digital Services (Tier 4)	Developed a Digital Services vision and strategy and identified opportunities to implement

2022 Enterprise Balanced Scorecard

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2022	Target Value 2022	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
C2 Increase access to technology & digital literacy	**Off Track**	**C2.1 Fill rate of digital literacy programs and sessions offered (%)**	**75.5%**	95.0%		100%	75%			Fill rate of 75% represents a 5% increase in attendance for in-person digital literacy programs since mid-year and a just over 10% decrease in online digital literacy program attendance since mid-year. We expect this is service level normalization following online-only options during the pandemic. Branch Wi-Fi uses are 40% off target and computer workstation uses are 34% off target both due to branch closures in 2022, although usage is above 2021 levels.
		C2.2 Customer satisfaction with digital literacy programs (%)	**96.4%**	95.0%		97%	96%			
		C2.3 Digital inclusion initiatives to support equity-deserving groups and vulnerable populations	**6,418,701**	10,470,129	2.7M	3.5M	6.4M			
		C2.4 Branches that have the appropriate technology to deliver digital literacy programs (%)	**70.0%**	60.0%		54%	70%			

Legend: ● No Target ● Meets Target ● Behind Target

2022 Enterprise Balanced Scorecard

Strategic Objective	Strategic Initiatives	
C2 Increase access to technology & digital literacy	**Strategic Initiative ▲**	**2022 Results**
	Digital Literacy Strategy	Deferred to 2023 due to ongoing pandemic impacts in the first half of 2022
	Public Computing Replacement & Realignment	Completed replacement of all Windows public computers in Learning Centres, DIHs and made significant progress in replacing all other Public Computers and Self-Checkouts (approx 37% of total rollout completed)
	Expand Play and Learn STEM kits and Neighbourhood Tech Kits	Expanded Play and Learn STEM Kits and Neighbourhood Tech Kits to enhance robotics and digital literacy programming
	New DIH Tech Kits	Introduced Raspberry Pi Kits and Audio Recording Kits as "tech kits" that customers can borrow for take home use from Digital Innovation Hubs.
	C02 Monitor Lending Program	Implemented new service to lend donated C02 Monitors through the Digital Innovation Hubs as a pandemic response service

● No Target   ● Meets Target   ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2022	Target Value 2022	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
C3 Deliver relevant workforce & skills development services	Near Track	C3.1 Workforce & skills development uses (eLearning databases)	423,536	492,000	461K	606K	424K			Career Coaches in Residence programs exceeded expected fill rates. In other workforce development courses, most customers returned to in-person classes at all education levels, reducing the demand for online courses. Experience has now shown higher non-attendance rates for in-person courses over online, resulting in lower fill-rates.
		C3.2 Fill rate of learning opportunities offered (%)	75.4%	95.0%		99%	75%			
		C3.3 Customer satisfaction with learning opportunities (%)	84.1%	95.0%		96%	84%			

Strategic Initiative ▲	2022 Results
Implement workforce development and life skills programs related to personal finance and financial empowerment	Completed implementation of the Financial Empowerment pilot program and the Entrepreneurs Suite at NYCL

2022 Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2022	Target Value 2022	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
C4 Facilitate access to information, information literacy & civic engagement	On Track	C4.1 Electronic resources uses	10,798,160	11,000,000	10.5M	11.1M	10.8M			While fill rate is on-track at 95% overall in Civic Life program stream, online fill rate tracked at 99% with in-person fill rate tracking at 79%, showing higher no-show for in-person programs.
		C4.2 Fill rate of civic engagement programs offered (%)	93%	95%		100%	93%			
		C4.3 Customer satisfaction with civic engagement programs (%)	97%	95%		93%	97%			

Strategic Initiative	2022 Results
Fines elimination	Completed phase 2 of fines elimination for teens and adults
Know Your Vote TO & Celebrate Democracy campaign	Developed the Know Your Vote TO website and ran a Celebrate Democracy themed program campaign to showcase the value of democracy and increase resident engagement in the electoral process for the Toronto municipal election
Equity Statement	Equity Statement completed and approved by the Board
Advocacy framework	Initiated work on an advocacy framework
Intellectual Freedom Statement	Intellectual freedom statement completed and approved by the Board

2022 Enterprise Balanced Scorecard

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2022	Target Value 2022	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
C5 Deliver exceptional customer experiences	On Track	C5.1 Customer satisfaction score from Answerline survey (%)	90%	90%	87%	89%	90%			The continued high level of satisfaction shows how well Answerline was able to provide remote service during the challenging circumstances of the pandemic.

The overall high level of satisfaction reflects the success of TPL's flexible and responsive approach to service reinstatement after the challenges of the pandemic. |
| | | C5.2 Customer satisfaction with the helpfulness of library staff (%) | 89% | establish baseline in 2022 | | | 89% | | | |
| | | C5.3 Customer satisfaction overall (%) | 91% | establish baseline in 2022 | | | 91% | | | |

Strategic Initiative ▾	2022 Results
Cash register upgrade	Completed upgrade of all cash registers and integrated POS pin pads
Museum + Arts Pass (MAP) Transformation	Initiate a project for an online management and pass distribution system to improve customer experience and create a more flexible service delivery model
Programming modernization	Initiated project to modernize TPL's programs and events services and capabilities
Customer Experience Strategy	Delayed due to pandemic related impacts in first half of 2022

2022 Enterprise Balanced Scorecard

○ No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2022	Target Value 2022	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
B1 Modernize our data & technology infrastructure	**On Track**	**B1.1 Data and technology maturity score**	2.0	1.5	1.0	1.0	2.0			Improved governance, processes, and communication have contributed to an improved IT Maturity score and Digital Strategy Program progress. Improvements in these areas continue.
		B1.2 Digital strategy initiatives completed within scope and schedule (%)	**70%**	greater than 70%			70%			

Strategic Initiative	2022 Results ▼
Digital Strategy	Delivered the initiatives identified in the 2022 action plan

2022 Enterprise Balanced Scorecard

	Status									
					● No Target	● Meets Target	● Behind Target			

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2022	Target Value 2022	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
B2 Increase service awareness and access	On Track	B2.1 Audience and reach activities	8,258,107	12,907,837	13.58M	12.26M	8.26M			New digital memberships and enterprise projects completed exceeded targets. We continued to see an increase in email activities as a preferred communication channel. However, reduced branch activities and programming, as well as algorithm changes, content posting frequency and relevancy all affected social media reach and engagement in 2022.
		B2.2 Customer engagement activities	3,577,931	3,833,851	4.04M	3.65M	3.58M			
		B2.3 New memberships: Digital Access Card	28,217	24,000	6,511	44,259	28,217			
		B2.4 Enterprise projects completed within scope and schedule (%)	80%	greater than 70%			80%			

Strategic Initiative ▲	2022 Results
Implement TPL's brand and visual identity	Completed and/or made signficant progress on several branding projects including capital projects, children's and DIH branding, exterior signage pilot, fleet pilot in-branch computers, as well as delivering new tpl book bags.
Welcome back campaign	Launched tpl: Opens Doors campaign to welcome customers back to their branches, and (re)introduce them to all the opportunities, services, supports and experiences that help them read, learn, create and connect.
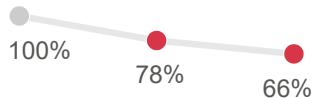
2022 Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2022	Target Value 2022	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
B3 Minimize service disruptions	On Track	B3.1 Availability of key digital systems (%)	99.5%	97%	●99.5%	●99.6%	●99.5%			Improvements have been made to our network architecture by engaging our vendor in improve network design and implement redundancies. We have also implemented improved processes for incident and security response. Work will continue in these areas.
		B3.2 Response time next-day compliance for security investigations (%)	100%	95%		●100%	●100%			

Strategic Initiative ▲	2022 Results
Network stabilization	Collaborate with TPLs network service vendors to implement modern network technologies to mitigate and reduce network outages for internal and external stakeholders
Stabilize and Upgrade Print/Copy/Scan System (P4P)	Postponed to 2023 due to pandemic related impacts in first half of 2022
Facilities service request process	Postponed to 2024

2022 Enterprise Balanced Scorecard

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2022	Target Value 2022	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
B4 Make informed decisions through enhanced governance and accountability	**On Track**	**B4.1 Library Board effectiveness self-evaluation score (%)**	66%	75%	100%	78%	66%			Made improvement to our Enterprise Balanced Scorecard and reporting functions that resulted in clearer templates to guide decision making.
		B4.2 Number of automated business intelligence products to support informed decision making	5	5		5	5			

Strategic Initiative	2022 Results
Strengthen performance measurement and reporting	Continued to strengthen enterprise Balance Scorecard reporting processes and develop business intelligence products

2022 Enterprise Balanced Scorecard

Legend: ● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2022	Target Value 2022	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
L1 Foster a high-performance work culture by investing in our staff	**Near Track**	**L1.11 Participation for all-staff engagement initiatives**	**3,307**	4,823	2,047	4,823	3,307			Significant progress made through 2022 staff survey and learning initiatives, along with implementation of hybrid work program. Employee experience strategy and other planned initiatives delayed due to other priorities in 2022.
		L1.12 Satisfaction for all-staff engagement initiatives (%)	**71%**	76%	61%	71%	71%			
		L1.2 Action plans that enable a high performance work culture completed within scope and schedule (%)	**60%**	75%		50%	60%			
		L1.31 Participation for staff development and training	**1,033**	establish baseline in 2022		1,171	1,033			
		L1.32 Staff satisfaction with Development and Training (%)	**54%**	establish baseline in 2022		54%	54%			
		L1.4 Staff who report learning is prioritized as a part of their daily work (%)	**48%**	establish baseline in 2022			48%			

tpl: 2022 Enterprise Balanced Scorecard

Strategic Objective	Strategic Initiatives	
L1 Foster a high-performance work culture by investing in our staff	**Strategic Initiative ▲**	**2022 Results**
	Safety and Security Enhancements Action Plan	Identified eleven specific short-term actions and made significant implementation progress including new signage and security enhancements, staff training, and development of new pilot programs.
	Employee Experience Strategy	Postponed to 2023 due to pandemic related impacts in first half of 2022
	HR Modernization Assessment and Action Plan	Completed assessment and identified HR modernization initiatives for improvements
	Staff collaboration solutions	Postponed to 2023 due to pandemic related impacts in first half of 2022
	Staff Computing Realignment & Replacement	Postponed to 2023 due to pandemic related impacts in first half of 2022
	Support transition to TPL Board hybrid meetings	Completed upgrades to TPL Board meeting room technology to support transition to hybrid Board meetings, in compliance with the Board Procedural By-Law, Accessibility for Persons with Disabilities Act and City best practices regarding meeting management
	Workplace re-entry and hybrid work plan	Developed re-entry plan and completed hybrid work policies and procedures, including Right to Disconnect
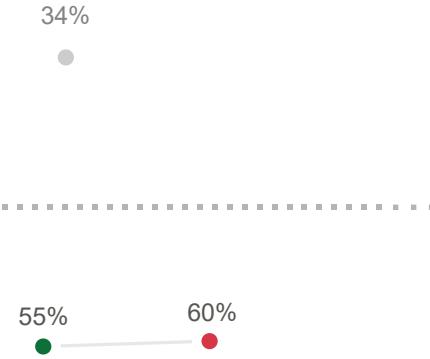
2022 Enterprise Balanced Scorecard

tpl:

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2022	Target Value 2022	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
L2 Increase TPL Staff Digital Literacy	**On Track**	**L2.1 Staff completion for assigned digital literacy related courses (%)**	**53%**	establish baseline in 2022			● 53%			23 of 26 evaluators of digital literacy modules completed in 2022 said their were satisifed or very satisfied with the course content
		L2.2 Staff satisfaction with digital literacy training provided (%)	**88%**	establish baseline in 2022	● 79%	● 73%	● 88%			

| Strategic Initiative ▲	2022 Results
Enhance TPL Staff Digital Literacy	Focus in future years

tpl: 2022 Enterprise Balanced Scorecard
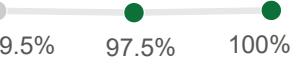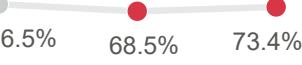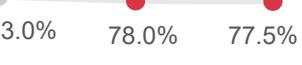
● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2022	Target Value 2022	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
L3 Foster a workforce that reflects and responds to our diverse society	Near Track	L3.1 Staff completion for assigned Equity, diversity & inclusion related courses (%)	34%	establish baseline in 2022		34% ●				Participation rate in mandatory equity and inclusion training programs was lower than expected due to other staff priorities in 2022.
		L3.2 Equity and inclusion action plans completed within scope and schedule (%)	60%	75%		55% ●	60% ●			

Strategic Initiative ▲	2022 Results
Workplace equity and inclusion action plan	Completed Staff Diversity and Engagement survey and analyzed results to inform development of an action plan, with a focus on roll-out of training

2022 Enterprise Balanced Scorecard

tpl:

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2022	Target Value 2022	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
F1 Protect TPL's fiscal reputation with our stakeholders	**Near Track**	**F1.1 Operating budget (%)**	**100%**	less than or equal to 100% spend rate	99.5%	97.5%	100%			Operating budget on target. Capital budget was impacted by the pandemic, resulting in underspending. Planning processes will continue to be improved to increase capital spend rate, which has seen an improvement from previous year.
		F1.2 Capital budget: annual spend rate (%)	**73.4%**	greater than or equal to 80% spend rate	76.5%	68.5%	73.4%			
		F1.3 Capital budget: five-year average spend rate (%)	**77.5%**	greater than or equal to 80% spend rate	83.0%	78.0%	77.5%			

Strategic Initiative ▲	2022 Results
Develop operating and capital budget	Developed the 2023 operating budget, including enhancements, which was strategically positioned to support TPL and City Council priorities. Developed a 10-year capital budget to support TPL and City Council priorities, improve service, and address SOGR and AODA needs.
Effectively manage TPL's budget	Regularly monitored the operating budget and actively managed resources to support the achievement of TPL strategic objectives. Regularly monitored the status of active capital projects and made budget adjustments, as allowed by City policies, which advanced the capital program. Delivered on the capital program by achieving a high level of budget spending.

2023
Enterprise Balanced Scorecard & Strategic Action Plan

2023 Enterprise Balanced Scorecard: Strategy Map & KPIs

customer/ stakeholders

C1.
provide quality, accessible & inclusive **public spaces**

KPIs
- Online visits
- Initiatives to support equity-deserving groups and vulnerable populations
- In-Branch Visits

C2.
increase access to **technology & digital literacy**

KPIs
- 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

C3.
deliver relevant **workforce & skills development services**

KPIs
- Workforce & skills development uses (eLearning databases)
- Fill rate of learning opportunities offered
- Customer satisfaction with learning opportunities

C4.
facilitate **access to information, information literacy & civic engagement**

KPIs
- Electronic resources uses
- Fill rate of civic engagement programs offered
- Customer satisfaction with civic engagement programs
- Physical circulation

C5.
deliver exceptional **customer experiences**

KPIs
- 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

KPIs
- Data and technology maturity score
- Digital strategy initiatives completed within scope and schedule

B2.
increase service awareness and access

KPIs
- Audience and reach activities
- Customer engagement activities
- New memberships (Digital Access Cards)
- Enterprise projects completed within scope and schedule
- New Memberships (Full Service Card)

B3.
minimize service disruptions

KPIs
- Availability of key digital systems
- Response time next-day compliance for security investigations

B4.
make informed decisions through enhanced governance and accountability

KPIs
- Availability of key digital systems
- Response time next-day compliance for security investigations

learning & growth

L1.
foster a **high-performance work culture** by **investing in our staff**

KPIs
- 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

L2.
increase TPL **Staff Digital Literacy**

KPIs
- Staff completion for assigned digital literacy related courses
- Staff satisfaction with digital literacy provided

L3.
foster a **workforce that reflects** & **responds to our diverse society**

KPIs
- 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
- Operating budget
- Capital budget annual spend rate
- Capital budget five-year average spend rate

tpl: 2023 Enterprise Balanced Scorecard

Strategic Objective	Owner	Key Performance Indicator ▲	KPI description	'22 Target Q2	'22 Target Q4	'23 Target Q2	'23 Target Q4	'23 Target Detail
C1 Provide quality, accessible & inclusive public spaces	Linda Hazzan	**C1.1 Online visits**	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	15,898,481	31,796,963	Maintain from 2022. Online visits are heavily influenced by Overdrive and other electronic databases, which are projected to have flat or declining usage in 2023 as pandemic related usage adjusts due to increased use of in-branch materials. Increases to other website content that we saw in 2022 is expected to continue into 2023.
	Pam Ryan (designate) / Moe Hosseini-Ara	**C1.2 Initiatives to support equity-deserving groups and vulnerable populations (%)**	% of initiatives completed to support equity deserving and vulnerable populations in the calendar year.	N/A	100%	N/A	100%	7 initiatives planned for 2023: Presto, Adult Literacy, Personal Care Banks, Withdrawn/new books donated to shelters, Period Equity Pilot, Storybook Parents, Community Crisis Intervention Team (aka Social Services Teams)
	Moe Hosseini-Ara	**C1.3 In-Branch visits (new for 2023)**	Sum of adults and children that are counted by the people counter sensors at the entrances of TPL's branches.	N/A	N/A	6,000,0000	13,000,000	

tpl: 2023 Enterprise Balanced Scorecard

Strategic Objective	eBSC Name ▲	Action Plan 2023
C1 Provide quality, accessible & inclusive public spaces	Reconciliation Statement	Develop a Reconciliation Statement in consultation with Indigenous communities
	Sustainability Strategy	Deliver a TPL sustainability strategy document and action plan, and create a toolkit for other library systems to use to develop their own sustainability strategies and programs
	Service Re-instatement initiatives	Continue to re-instate services and develop initiatives that will support sustained library use in the current service environment
	Facilities capital projects	Implement capital program for 2023, including re-opening of 4 renovated branches, as well as ongoing planning for other projects
	Open Hours Plan	Identify plan for next phase of implementation of the Open Hours vision as part of the 2024 budget process
	Initiatives to support equity deserving groups	Deliver initiatives to support equity deserving groups
	AODA Multi-year Action Plan	Continue 2023 Accessibility Action Plan initiatives, including launch of Accessibility 101 training and roll-out of accessible formats & communication supports
	Inclusive Washroons	Develop phased implementation plan and advance 2023 initiatives, including developing standards, new signage and a communications plan for staff and the public
	Incident Management system	Complete implementation and close project
	Re-imagine Digital Services (Tier 4)	Prioritize and sequence opportunities to begin implementation of the vision and strategy for Digital Services. Update the Service Delivery Model to reflect the new vision.

tpl: 2023 Enterprise Balanced Scorecard

Strategic Objective	Owner	Key Performance Indicator	KPI description	'22 Target Q2	'22 Target Q4	'23 Target Q2	'23 Target Q4	'23 Target Detail
C2 Increase access to technology & digital literacy	Pam Ryan	C2.1 Fill rate of digital literacy programs and sessions offered (%)	Ratio of attendees for in-person and online programs	95%	95%	75%	75%	As we transition to prioritizing in-branch programming, 75% is a more appropriate target.
	Pam Ryan	C2.2 Customer satisfaction with digital literacy programs (%)	Ratio of respondents who responded that they are very satisfied or somewhat satisfied with in-person and online programs	95%	95%	95%	95%	Maintaining previous target
	Moe Hosseini-Ara (designate) / Pam Ryan	C2.3 Digital inclusion initiatives to support equity-deserving groups and vulnerable populations	Count of individuals served	3,703,754	10,470,129	3,841,200	7,682,200	
	Pam Ryan	C2.4 Branches that have the appropriate technology to deliver digital literacy programs (%)	Ratio of branch locations with partial or full technology to deliver digital literacy programs	N/A	60%	100%	100%	All 98 branches required to have technology they need to deliver digital literacy services are expected to have some or all of the planned technology by the end of 2023 The two additional branches are not planned to received digital literacy technology.

2023 Enterprise Balanced Scorecard

Strategic Objective	eBSC Name ▲	Action Plan 2023
C2 Increase access to technology & digital literacy	Digital Literacy Strategy	Develop a digital literacy strategy, roadmap and action plan
	Public Computing Replacement & Realignment	Complete replacement of remaining devices
	Expand Play and Learn STEM kits and Neighbourhood Tech Kits	Roll-out Play and Learn STEM Kits and Neighbourhood Tech Kits at all remaining branches to enhance robotics and digital literacy programming
	Reserve a Computer Replacement	Replace the existing Reserve a Computer system for all public computers in branches with a new software solution, including updating our policy and procedures for public computer use.

2023 Enterprise Balanced Scorecard

Strategic Objective	Owner	Key Performance Indicator ▲	KPI description	'22 Target Q2	'22 Target Q4	'23 Target Q2	'23 Target Q4	'23 Target Detail
C3 Deliver relevant workforce & skills development services	Lisa Radha Vohra	C3.1 Workforce & skills development uses (eLearning databases)	Sum of sessions for BrainFuse, Gale, Mango, and LinkedIn Learning	246,000	492,000	120,000	220,000	Workforce programming focus on a range of diverse resources not just databases, other options for learning and duplication of resources with school boards.
	Pam Ryan	C3.2 Fill rate of learning opportunities offered (%)	Ratio of attendees for in-person and online programs	95%	95%	85%	85%	In-person fill rates are proving to be lower (<65-70%) whereas online program fill rates tend to be higher (93%) but still short of the target. An 85% target balances both based on a target of 75% for in-person digital literacy programs.
	Pam Ryan	C3.3 Customer satisfaction with learning opportunities (%)	Ratio of respondents who responded that they are very satisfied or somewhat satisfied with in-person and online programs	95%	95%	95%	95%	

eBSC Name ▲	Action Plan 2023
Workforce Development Strategy	Develop a workforce development strategy, roadmap and action plan, focusing on groups that may face additional barriers
Implement workforce development and life skills programs related to personal finance and financial empowerment	Implement the ongoing Financial Empowerment service in partnership with Prosper Canada

tpl: 2023 Enterprise Balanced Scorecard

Strategic Objective	Owner	Key Performance Indicator	KPI description ▲	'22 Target Q2	'22 Target Q4	'23 Target Q2	'23 Target Q4	'23 Target Detail
C4 Facilitate access to information, information literacy & civic engagement	Lisa Radha Vohra	C4.4 Physical circulation (New for 2023)	Comprises both first-time checkout and renewal transactions.	N/A	N/A	3,500,000	7,300,000	More in branch activities will support greater access to collections in addition to collection promotions.
	Pam Ryan	C4.2 Fill rate of civic engagement programs offered (%)	Ratio of attendees for in-person and online programs	95%	95%	85%	85%	
	Pam Ryan	C4.3 Customer satisfaction with civic engagement programs (%)	Ratio of respondents who responded that they are very satisfied or somewhat satisfied with in-person and online programs	95%	95%	90%	90%	90% is a high satisfaction rate in relation to the varied programming we deliver. Based on previous results and industry standards, 90% is an excellent benchmark.
	Lisa Radha Vohra	C4.1 Electronic resources uses	Total electronic circulation	5,500,000	11,000,000	5,250,000	10,500,000	Return of physical circulation and reflection of post pandemic electronic circulation trend in databases.

2023 Enterprise Balanced Scorecard

Strategic Objective	eBSC Name ▲	Action Plan 2023
C4 Facilitate access to information, information literacy & civic engagement	Advocacy framework	Deliver an advocacy framework
	Equity Statement	Develop resources and training for staff to work towards TPL's Equity Goals, and develop tools for tracking and reporting on progress related to Equity Goals
	Intellectual Freedom Statement	Update the Materials Selection Policy and implement a training and communications plan to promote and support the Statements' principles and goals
	Book Sanctuary and Intellectual freedom advocacy initiatives	Launch a campaign to highlight the increase of intellectual freedom challenges across North America and reaffirm the important role public libraries play in protecting this freedom. Initiatives include joining Chicago PL's Book Sanctuary Movement, releasing a Book Sanctuary Booklist, and a new stream of On Civil Society programming.
	Fines elimination	Evaluate impacts of fines elimination and report on results

2023 Enterprise Balanced Scorecard

Strategic Objective	Owner	Key Performance Indicator ▲	KPI description	'22 Target Q2	'22 Target Q4	'23 Target Q2	'23 Target Q4	'23 Target Detail
C5 Deliver exceptional customer experiences	Moe Hosseini-Ara	C5.1 Customer satisfaction score from Answerline survey (%)	% Respondents who report overall satisfaction on the Answerline customer survey	90%	90%	90%	90%	
	Moe Hosseini-Ara	C5.2 Customer satisfaction with the helpfulness of library staff (%)	% Respondents who report satisfaction with the helpfulness of library staff on the Customer Satisfaction Survey	N/A	N/A	90%	90%	
	Moe Hosseini-Ara	C5.3 Customer satisfaction overall (%)	% Respondents who report overall satisfaction with TPL on the Customer Satisfaction Survey	N/A	N/A	90%	90%	

eBSC Name	Action Plan 2023 ▼
Programming modernization	Identify a software solution to modernize and enhance the communication, registration, management and delivery of programming.
Customer Experience Strategy	Develop customer experience principles and tools as part of the service development process
Museum + Arts Pass (MAP) Transformation	Deliver an online management and pass distribution system to improve customer experience and create a more flexible service delivery model
Branch experience project	Continue to implement and expand the Branch Experience project to enhance staff capacity and skills, and improve customer experience in branches

2023 Enterprise Balanced Scorecard

Strategic Objective	Owner	Key Performance Indicator	KPI description	'22 Target Q2	'22 Target Q4	'23 Target Q2	'23 Target Q4	'23 Target Detail
B1 Modernize our data & technology infrastructure	Steve Till-Rogers	B1.1 Data and technology maturity score	Overall score from Gartner's data and technology maturity assessment (1.0 - 5.0 score)	N/A	1.5	N/A	N/A	The assessment occurs every two years - next one will be 2024.
	Steve Till-Rogers	B1.2 Digital strategy initiatives completed within scope and schedule (%)	% of digital strategy initiatives on track to scope, schedule, and budget	N/A	70%	70%	70%	Improvements continue to be made on project management support and stakeholder engagement.

eBSC Name	Action Plan 2023 ▼
Digital Strategy	Deliver the initiatives identified in the 2023 action plan

tpl: 2023 Enterprise Balanced Scorecard

Strategic Objective	Owner	Key Performance Indicator	KPI description	'22 Target Q2	'22 Target Q4	'23 Target Q2	'23 Target Q4	'23 Target Detail
B2 Increase service awareness and access	Linda Hazzan	**B2.1 Audience and reach activities**	Total audience and reach on channels (email marketing, email lifecycle, social media)	5,813,459	12,907,837	4,343,030	8,686,060	up 5% from 2022 . We anticipate organic growth to continue for our email marketing and lifecycle programs. We anticipate social media to grow slightly after a decrease in 2022 due to more library programs being offered and increased focus on our channel management
	Linda Hazzan	**B2.2 Customer engagement activities**	Total customer engagement on channels (email marketing, email lifecycle, social media)	1,765,678	3,833,851	1,915,791	3,831,583	up 7% from 2022. There will be an increased focus on our strategies and channel management will help to fuel growth.
	Lisa Radha Vohra	**B2.3 New memberships: Digital Access Card**	Count of digital access card registrations	12,000	24,000	10,000	15,000	As more customers return to the library in person and online we plan to engage them to obtain membership.
	Alyssa Van Graft	**B2.4 Enterprise projects completed within scope and schedule (%)**	% of enterprise projects on track to scope, schedule, and budget	N/A	70%	70%	70%	greater than 70% is a good benchmark
	Lisa Radha Vohra	**B2.5 New memberships: Full Service Card (New for 2023)**	Count of full service card registrations	N/A	N/A	40,000	40,000	Promotion and awareness of services and balanced with digital card access

2023 Enterprise Balanced Scorecard

Strategic Objective	eBSC Name	Action Plan 2023
B2 Increase service awareness and access	Welcome back campaign	Leverage campaign creative in 2023 for additional targeted promotion, including social media and in-branch promotion.
	Implement TPL's brand and visual identity	Implement branding program for 2023, including capital projects; complete Exterior Signage and Fleet pilot programs and operationalize; development of standards packages for branding programs.

tpl: 2023 Enterprise Balanced Scorecard

Strategic Objective	Owner	Key Performance Indicator ▲	KPI description	'22 Target Q2	'22 Target Q4	'23 Target Q2	'23 Target Q4	'23 Target Detail
B3 Minimize service disruptions	Steve Till-Rogers	B3.1 Availability of key digital systems (%)	Percent of system planned uptime/downtime for key digital systems (i.e. Network, Email, tpl.ca, ILS and HCM Availability)	N/A	97%	97%	97%	Network improvements are planned for 2023-24.
	Steve Till-Rogers	B3.2 Response time next-day compliance for security investigations (%)	Percentage of escalated security problems responded to within the next working day	N/A	95%	95%	95%	

eBSC Name ▲	Action Plan 2023
Network stabilization	Continue to collaborate with TPLs network service vendors to implement modern network technologies to mitigate and reduce network outages for internal and external stakeholders
Implement State of Good Repair (SOGR) capital projects	Implement 2023 SOGR capital projects according to multi-year plan, including HVAC, roofing and grounds improvements, to maintain high quality facilities and minimize facility related disruption to operations

2023 Enterprise Balanced Scorecard

Strategic Objective	Owner ▲	Key Performance Indicator	KPI description	'22 Target Q2	'22 Target Q4	'23 Target Q2	'23 Target Q4	'23 Target Detail
B4 Make informed decisions through enhanced governance and accountability	Shawn Mitchell	**B4.1 Library Board effectiveness self-evaluation score (%)**	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%	N/A	100%	Consistent with other years of the Strat Plan
	Shawn Mitchell	**B4.2 Number of automated business intelligence products to support informed decision making**	Count of automated reports operationalized	2	5	2	4	Consistent with other years

eBSC Name ▲	Action Plan 2023
Evaluation framework implementation	Continue to strengthen implementation of TPL's evaluation framework to measure outcomes of programs and services
Measuring social impact	Implement methodology for measuring the social impacts of library services and communicate results

tpl: 2023 Enterprise Balanced Scorecard

Strategic Objective	Owner	Key Performance Indicator ▲	KPI description	'22 Target Q2	'22 Target Q4	'23 Target Q2	'23 Target Q4	'23 Target Detail
L1 Foster a high-performance work culture by investing in our staff	Linda Hazzan	**L1.11 Participation for all-staff engagement initiatives**	Live attendance (in-person/online) and views of recordings for staff engagement initiatives including staff town halls and divisional ask me anythings.	2,412	4,823	1,736	3,472	5% increase from 2022. As we improve our town halls based on planned staff feedback, we expect increased participation.
	Linda Hazzan	**L1.12 Satisfaction for all-staff engagement initiatives (%)**	An average score of the % respondents who "strongly agree" and "agree" for 8 specific questions asked in the town hall survey.	71%	76%	71%	75%	5% increase from 2022. As we improve our town halls based on planned staff feedback, we expect increased satisfaction.
	Brian Daly	**L1.2 Action plans that enable a high performance work culture completed within scope and schedule (%)**	Action plans include: 1. Develop the employee experience plan 2. Develop and implement action plans to address key issues identified in the 2022 TPL staff survey	50%	75%	25%	75%	
	Brian Daly	**L1.31 Participation for staff development and training)**	Average number of unique staff members who complete at least one learning object per month.	N/A	N/A	N/A	1,100	
	Brian Daly	**L1.32 Staff satisfaction with Development and Training (%)**	% of Staff response to: "I am satisfied with the range of learning opportunities available to me" from the Staff Training Survey.	N/A	N/A	60%	60%	
	Brian Daly	**L1.33 Participation for staff development and training (revised 2023)**	Total average number of days of formal learning and development per employee	N/A	N/A	N/A	N/A	
	Brian Daly	**L1.4 Staff who report learning is prioritized as a part of their daily work (%)**	From bi-annual learning and development survey administered to staff at all levels	N/A	N/A	50%	50%	

2023 Enterprise Balanced Scorecard

Strategic Objective	eBSC Name	Action Plan 2023 ▲
L1 Foster a high-performance work culture by investing in our staff	Workplace re-entry and hybrid work plan	Continue implementing re-entry plan to ensure all remaining staff have returned to office in a hybrid manner that works for their team
	HR Modernization Assessment and Action Plan	Continue modernization of HR administrative processes
	Safety and Security Enhancements Action Plan	Continue to implement the action plan, including additional funding identified through the 2023 budget for expanding a trauma informed approach and social services pilot, enhanced security guard services and facility related solutions.
	Staff collaboration solutions	Develop and implement a plan for software solutions to optimize staff productivity, collaboration & communication
	Applicant Tracking System	Implement project to develop an applicant tracking system to enhance recruitment processes for candidates and hiring managers
	Employee wellness and mental health strategy	Initiate development of an employee wellness and mental health strategy, in response to staff survey results
	Staff Computing Realignment & Replacement	Initiate implementation of replacement of staff computing devices as required to achieve identified standards and improve the staff computing experience
	Employee Experience Strategy	Initiate project to assess employee experience across the organization and identify an action plan for improvements

Strategic Objective	Owner	Key Performance Indicator ▲	KPI description	'22 Target Q2	'22 Target Q4	'23 Target Q2	'23 Target Q4	'23 Target Detail
L2 Increase TPL Staff Digital Literacy	Brian Daly	L2.1 Staff completion for assigned digital literacy related courses (%)	Staff completion rate for assigned digital literacy related courses in the calendar year	N/A	N/A	60%	60%	
	Brian Daly	L2.2 Staff satisfaction with digital literacy training provided (%)	% 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	80%	80%	

eBSC Name ▲	Action Plan 2023
Enhance TPL Staff Digital Literacy	Develop and implement a program to ensure the success of TPL Staff in providing digital services by focusing on capabilities development, change management, communications, and knowledge management.

2023 Enterprise Balanced Scorecard

Strategic Objective	Owner	Key Performance Indicator ▲	KPI description	'22 Target Q2	'22 Target Q4	'23 Target Q2	'23 Target Q4	'23 Target Detail
L3 Foster a workforce that reflects and responds to our diverse society	Brian Daly	L3.1 Staff completion for assigned Equity, diversity & inclusion related courses (%)	% Staff completing mandatory courses related to Equity, Diversity & Inclusion.	N/A	N/A	40%	60%	Target participation based on maximum participation in available sessions
	Brian Daly	L3.2 Equity and inclusion action plans completed within scope and schedule (%)	% action plans completed within scope and schedule for the Equity and Inclusion strategy	50%	75%	30%	75%	

eBSC Name ▲	Action Plan 2023
Workplace equity and inclusion action plan	Implement initiatives identified in the action plan, with a continued focus on roll-out of training, update of harassment policy and training, and focus groups with equity deserving groups

tpl: 2023 Enterprise Balanced Scorecard

Strategic Objective	Owner	Key Performance Indicator	KPI description	'22 Target Q2	'22 Target Q4	'23 Target Q2	'23 Target Q4	'23 Target Detail
F1 Protect TPL's fiscal reputation with our stakeholders	Larry Hughsam	F1.1 Operating budget (%)	Spend rate: actual operating spending / final approved budget	N/A	<=100%	N/A	<=100%	less than or equal to 100% spend rate
	Larry Hughsam	F1.2 Capital budget: annual spend rate (%)	Annual Spend Rate: actual capital spending / (approved budget - annual average)	N/A	>=80%	N/A	>=80%	greater than or equal to 80% spend rate
	Larry Hughsam	F1.3 Capital budget: five-year average spend rate (%)	Five-year average spend rate: actual capital spending / (approved budget - five-year average)	N/A	>=80%	N/A	>=80%	greater than or equal to 80% spend rate

eBSC Name ▲	Action Plan 2023
Develop operating and capital budget	Develop a 2024 operating budget, including enhancements, which is strategically positioned to support TPL and City Council priorities. Develop a 2024-2033 10-year capital budget which will support TPL and City Council priorities, improve service, and address SOGR and AODA needs.
Effectively manage TPL's budget	Operationalize the 2023 operating budget, including regular monitoring to identify budget pressures and reliefs, and implement strategies to manage pressures within the approved operating budget. Regular monitoring of the status of active capital 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.