

Digital Strategy 2020-2024 Update

Date:	May 24, 2022
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide the results of the 2021 Digital Strategy Action Plan, and present the 2022 Digital Strategy Action Plan.

Modernization driven by data & technology is a key enabler in Toronto Public Library's (TPL) 2020-2024 Strategic Plan. TPL's Digital Strategy will ensure staff and customers are provided with the right combination of technologies and supports to meet their evolving needs. The Digital Strategy defines a shared vision, course of action, and required investments to enable the priorities set out in TPL's 2020-2024 Strategic Plan.

FINANCIAL IMPACT

The Digital Strategy, including the 2022 Action Plan, is funded by TPL's operating and capital budgets. For the capital budget, there are three main multi-year projects that contribute to the strategic plan execution roadmap, technology replacement strategy, and digital strategy, with 10-year funding for: Technology Asset Management Program (\$58.4 million); Service and Digital Modernization (\$28.1million); and Digital Experience (\$19.2 million). Funding for the Digital Strategy is incorporated into each year's budget submission.

The Director, Finance and Treasurer has reviewed this financial impact statement and agrees with it.

DECISION HISTORY

At the November 25, 2019 meeting, the Library Board approved the 2020-2024 Strategic Plan Overview as recommended by the Strategic Planning Steering Committee. <https://www.torontopubliclibrary.ca/content/about-thelibrary/pdfs/board/meetings/2020/feb24/14-2020-2024-strat-plan-strategy-map-andbalanced-scorecard-combined-revised.pdf>

At the January 25, 2021 meeting, the Library Board approved the 2020-2024 Digital Strategy as recommended by Vickery Bowles, City Librarian. <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2021/jan25/15-2020-2024-digital-strategy-combined.pdf>

COMMENTS

To enable an innovative, efficient library system to better inform, engage and connect Toronto and its residents, and to build success, resilience and well-being for the city and its communities, the 2020-2024 Digital Strategy is focused on achieving the following:

- *Our ambition:* To deliver exceptional digital value and experiences;
- *Our commitment:* To provide staff and customers with the right combination of technologies and supports; and
- *Our approach:* To create a modern, connected and sustainable data and technology environment that is transformation-ready.

To achieve this, TPL's Digital Strategy focuses on five priority areas, with associated goals and key activities:

1.0 Digital Services and Spaces

Goal: TPL has a vibrant digital presence that provides dynamic online services and physical spaces that are digitally advanced.

Key activities:

- Enable the delivery of more digital services to meet customer demands.
- Deliver new innovative technologies to maximize the use of online and digital channels.

- Explore opportunities to provide more immersive experiences using interactive and augmented reality technologies.
- Leverage planned renovations/rebuilds to blend the physical and digital spaces by deploying smart building, wayfinding and service solutions.

2.0 Unified Customer Experience

Goal: Consistent, personalized experiences across and between service touchpoints, driving customer satisfaction and anticipating changing expectations.

Key activities:

- Apply human-centered and inclusive design to amplify the voice of the customer and support the full range of human diversity.
- Develop an easy-to-use digital customer experience platform that enables convenient and responsive access to TPL's services and collections.
- Deliver services that offer customers choice and flexibility across all TPL channels.
- Explore opportunities to leverage data and technology to create unique and targeted experiences based on customer choices and behaviours.

3.0 Connected Workplace

Goal: A digitally-enabled workplace that improves ways of working, raises employee engagement and agility, and provides a consistent and positive employee experience.

Key activities:

- Deliver an integrated suite of technologies to enable effective employee collaboration, productivity and communications.
- Provide technology and supports to equip a mobile workforce whether in branches, in the community or at home.
- Automate and streamline core work flows to increase the efficiency, effectiveness and speed of operations.
- Cultivate a "Digital by Default" culture and enable digital dexterity to support employees in embracing data and technology to achieve better outcomes.

4.0 Data-informed Decisions

Goal: Data is accessible, information is meaningful and actionable, and analytics is a core capability of the organization.

Key activities:

- Structure and manage data as a strategic asset to ensure it is protected and fit for analytics use.
- Automate reporting to support performance measurement.
- Provide self-serve technology and supports for staff to run queries and get whatever data they need to make timely decisions.
- Explore opportunities to enhance our Open Data platform and analysis tools to enable broader use, and to support informational, educational, professional and/or civic engagement interests.

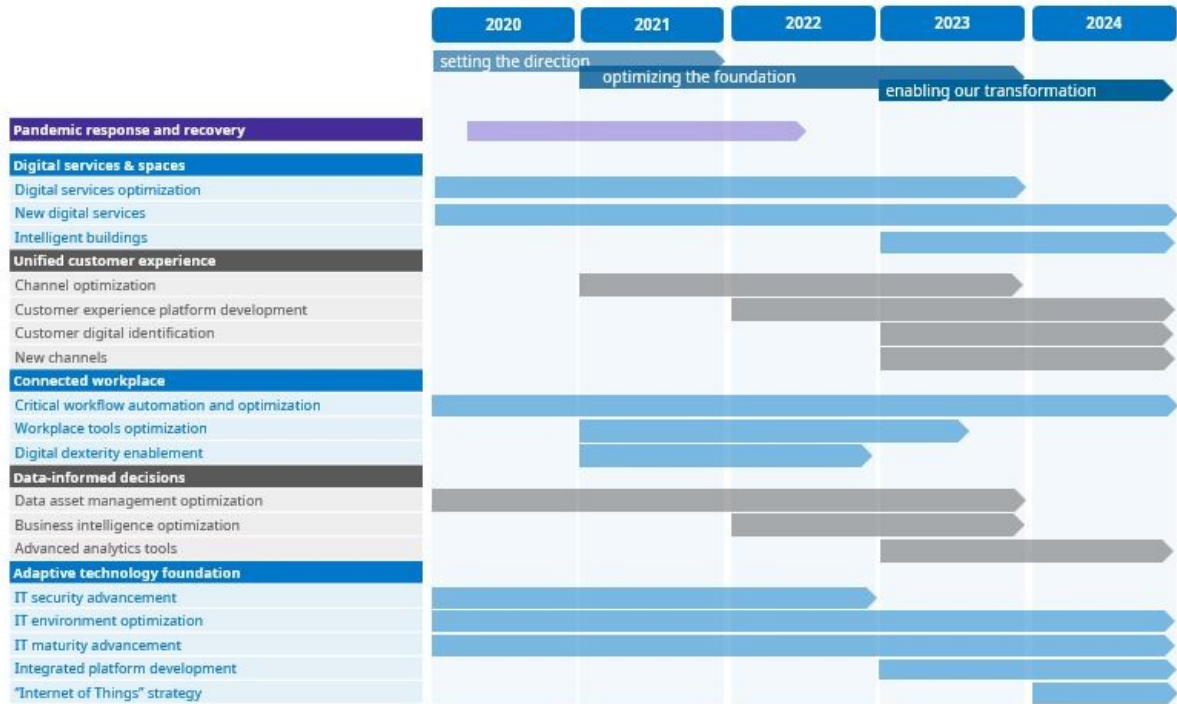
5.0 Adaptive Technology Foundation

Goal: Provide a secure, integrated, scalable technology environment that can enable TPL's current and future priorities.

Key Activities:

- Raise the maturity of IT functions so that the organization can effectively support TPL's digital aspirations.
- Improve access to technology for staff and customers.
- Rationalize and optimize legacy technologies to reduce cost, improve performance, facilitate integration and increase user adoption and satisfaction.
- Adopt a modern security approach to improve cybersecurity and TPL's overall security position.
- Enable better communications between systems to amplify customer and employee voices and support co-operative partnerships.

The following roadmap for the Digital Strategy identifies key activities planned between 2020-2024



By executing on the Digital Strategy, TPL is confident that it can provide exceptional value and experiences to staff and customers by ensuring they have the right combination of technologies and supports to meet evolving needs. Most importantly, it will enable the priorities identified in TPL's 2020-2024 Strategic Plan and build a secure, reliable, scalable data and technology foundation that can evolve with TPL's future growth and transformation aspirations.

Attachments 1 and 2 describe the 2020-2024 Digital Strategy and our progress to date.

2021 Action Plan Review

The 2021 action plan was focused on initiatives that were identified in the data & analytics and IT security, risk & governance assessment work undertaken in 2020. We continued our assessment work with a deeper dive into our IT environment design and assets so that we could identify next steps in terms of architecture design and technology replacement efforts to meet business, technology and security requirements. The action plan also included projects to improve ITS capabilities and better meet the needs of the organization.

The 2021 action plan identified the following key activities - the status of each project is identified in the far-right column:

Focus Area	Workstream	Initiatives	Status
Digital services & spaces	Digital services optimization	AODA program (digital components)*	Executing
	New digital services	Digital Archive Modernization	Complete
		Programming modernization*	Initiating
Unified customer experience	Channel optimization	Customer email channel improvement	Initiating
Connected workplace	Critical workflow automation and optimization	Incident management*	Planning
	Workplace tools optimization	Staff productivity*	On hold
	Digital dexterity enablement	Digital enablement program	Executing
Data-informed decisions	Data asset management optimization	Data asset management proactive advancement	Closing
		Data assets improvement	Closing
		Data management platform optimization	Executing
	Business intelligence optimization	BI practice advancement	Executing
		BI products improvement	Executing
Adaptive technology foundation	IT security advancement	Protective controls improvement	Closing
		Detective controls enhancement	Executing
		Incident response & recovery improvements	Initiating
	IT environment optimization	Computing devices optimization*	Executing
		Staff computing replacement & realignment*	Planning
		Public computing replacement & realignment*	Executing
		Print devices optimization	On hold
		UCaaS Migration	Executing
		IT infrastructure and unified communications redesign	Complete

	IT maturity advancement	IT strategy development	Complete
		ITS operations optimization	Complete
		ITS capabilities development	Complete
	Application optimization	Application rationalization	Complete

* Strategic plan execution roadmap initiative

Progress on the 2021 action plan was slower than anticipated due to:

- Pandemic response and recovery taking priority (i.e. pivoting to remote work and the technology and applications to do so, responding to change public health protocols, new projects to track/report on pandemic-related activities, etc.)
- Filling ITS position vacancies in a highly competitive market continues to be a challenge
- Learning curve regarding the work required to establish operational processes and governance. The ITS operating model must be evaluated and optimized and capabilities increased in order to execute all aspects of the digital strategy efficiently

2022 Digital Strategy Action Plans

In addition to continuing with the in-progress initiatives outlined in the 2021 Action Plan, the following are planned 2022 action plan initiatives:

Focus Area	Workstream	Initiatives
Unified customer experience	Customer experience platform development	Customer experience platform development
Connected workplace	Critical workflow automation and optimization	Service management*
Data-informed decisions	Data asset management optimization	Data quality optimization
	Business intelligence optimization	Open data service optimization
Adaptive technology foundation	IT security advancement	IT security infrastructure modernization
	IT environment optimization	Connectivity stabilization
		Hybrid data centre*
	Application optimization	Application compliance
		Software standardization
		Integration foundations

* Strategic plan execution roadmap initiative

See Attachment 3: Digital Strategy 2022 Action Plan for additional details on timelines.

The 2022 action plan builds on the foundation work completed in 2020 and 2021 and includes several projects that run into 2023 and 2024. These multi-year projects will start to expand ITS capabilities, which will ensure success into the future. Some key projects include:

- The digital experience platform – connecting all TPL customer's digital interactions in a unified manner offering personalized, interconnected and reliable digital services with greater self-service options.
- IT security infrastructure modernization – automating security activities including the secure management of passwords, reduced complexity for governance and leveraging artificial intelligence to detect threats.
- Open data services optimization - redevelop TPL open data portal for expanded service access to researchers and citizen data scientists.
- Hybrid data center – update server architecture in the Martin Ross data centre and connect with Azure, creating a single "hybrid" cloud infrastructure for TPL.

In 2022, work will continue to standardize the applications and software leveraged by TPL staff and ensure compliance of all existing tools. Additionally, the foundation will be established to enable application integration including licensing management, identity and access management practice improvements, and setting up the procedures and framework to support these activities going forward.

TPL's first priority continues to be the pandemic response and recovery, which may require plans to be adjusted.

The work identified in the 2022 action plan is necessary to accelerate TPL's digital capabilities – to meet the growing demands of technology as a service to our customers and to improve staff productivity and effectiveness. Ultimately, it will ensure that TPL can not only provide exceptional digital experiences and value but also thrive in a digital age.

Digital Strategy Scorecard

Success of the digital strategy is measured as per the relevant indicators identified in TPL's Digital Strategy Scorecard. As part of the annual scorecard

review, measures related to the Digital Strategy will be revised and added to ensure that they are meaningful and indicative of the progress and outcomes being achieved.

Attachments 4 and 5 describe the Digital Strategy Scorecard, our results for 2021, and targets for 2022.

The 2021 scorecard is the inaugural report and will be used, in conjunction with annual action plans, to determine target metrics for subsequent years, including the targets for the 2022 Digital Strategy Scorecard.

CONCLUSION

The Digital Strategy is a key enabler of TPL's 2020-2024 strategic plan and will ensure the needs of our staff and customers are satisfied now and into the future.

Progress to date has been slower than planned, however a strong foundation of increased ITS capabilities and governance is established from which to build on. 2022 will be focused on continuing initiatives started in 2021 and undertaking several new ones as part of the 2022 action plan. Pandemic response and recovery activities may continue to affect timelines, but with several multi-year transformational projects kicking off there is increased flexibility in timelines and resourcing.

CONTACT

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SIGNATURE

Vickery Bowles

City Librarian

ATTACHMENTS

Attachment 1:	2020-2024 Digital Strategy at a Glance
Attachment 2:	2020-2024 Digital Strategy Update
Attachment 3:	Digital Strategy 2022 Action Plan
Attachment 4:	Digital Strategy 2021 Scorecard
Attachment 5:	Digital Strategy 2022 Scorecard

tpl's digital strategy



our ambition

To deliver exceptional digital value & experiences

our commitment

To provide our staff and customers with the right combination of technologies and supports

our approach

To create a modern, connected and sustainable data and technology environment that is transformation-ready

our focus

1 digital services & spaces

TPL has a vibrant digital presence that provides dynamic online services and physical spaces that are digitally advanced.

2 unified customer experience

Consistent, personalized experiences across and between service touchpoints, driving customer satisfaction and anticipating changing expectations.

3 connected workplace

A digitally-enabled workplace that improves ways of working, raises employee engagement and agility, and provides a consistent and positive employee experience.

4 data-informed decisions

Data is accessible, information is meaningful and actionable, and analytics is a core capability of the organization.

5 adaptive technology foundation

A secure, integrated, scalable technology environment that can enable TPL's current and future priorities.

guiding principles

be customer-centric

ensure security & privacy

strive for equity & inclusion

be collaborative

manage risk

build for sustainability & scalability

encourage innovation & creativity

our journey of reinvention

2020

2021

2022

2023

2024

setting the direction

establish a unified digital direction, informed by assessment and leading practice

optimizing the foundation

strengthen our capabilities, processes and technologies to enable reinvention

enabling our transformation

invest in new technologies and capabilities to exceed customer expectations and enable innovation and growth



TPL's Digital Strategy 2020-2024

a journey of reinvention

May 24, 2022



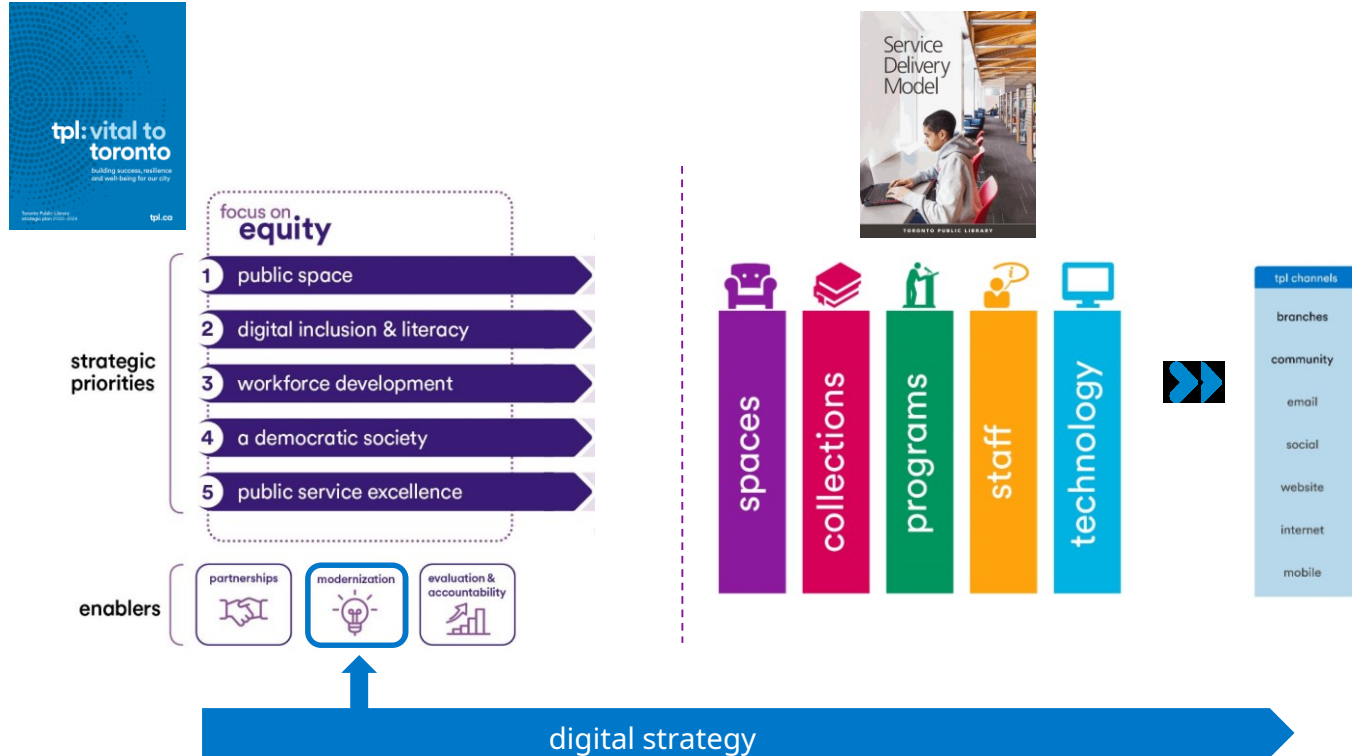


Objectives

- A refreshed understanding of the 2020-2024 digital strategy
- To report on progress to date
- To set expectations for 2022 objectives, priorities, and targets
- To share the digital strategy scorecard

2020-2024 digital strategy

The digital strategy enables execution of TPL's strategic plan



2020-2024 digital strategy

There are 3 goals of the digital strategy:

To deliver **exceptional digital value & experiences**

To provide our staff and customers with **the right combination of technologies and supports**

To create a **modern, connected and sustainable** data and technology environment that is transformation-ready

Journey of reinvention

The digital strategy unfolds over several years and consists of three overlapping phases



Progress Summary

At the end of year 2 of 5, we are largely on-track.

- **On-track** considering COVID-19 response took priority
- **Staffing** ITS positions continues to be challenging
- Focus on **operations and governance** processes while also working on projects; building it as we're flying it
- **Foundational work** is key to future growth and **takes time**

ITS Recruitment - Progress

We are on-track with the 3 year ITS recruitment plan

- 3 year plan outlined 20 positions to hire:
 - 2021 – 13 positions, 10 hired, 3 in progress
 - 2022 – 4 positions, 1 hired, 3 in progress
 - 2023 – 3 positions to be hired
- Filling ITS position vacancies in a highly competitive market continues to be challenging

Digital strategy structure

There are five focus areas, each with multiple work streams and projects

1

Digital services & spaces

2

Unified customer experience

3

Connected workplace

4

Data-informed decisions

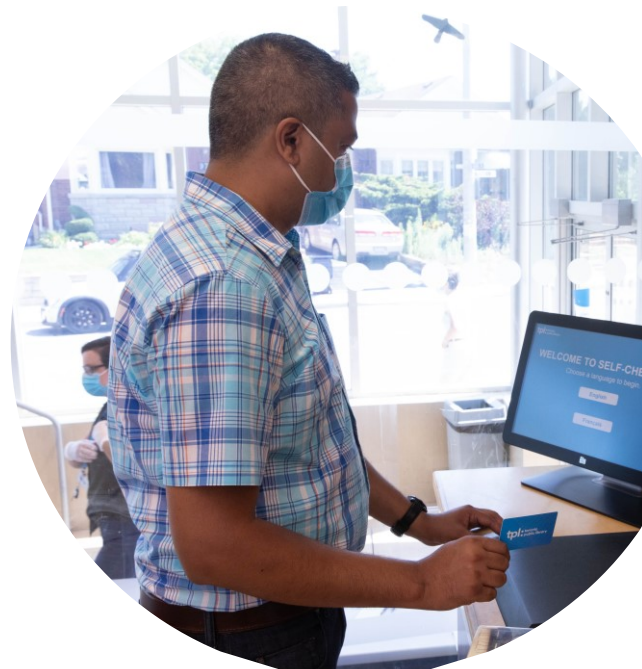
5

Adaptive technology foundation

1. Digital services and spaces

Ensure TPL has a vibrant presence that provides dynamic online service and physical spaces that are digitally advanced.

2020-2021	2022
Digital access card	Branch self-check out
AODA: web ex assistant	Digitization of special collections
	Integrated cash registers in branches
	Modernize TPL programming



2. Unified customer experience

Provide a consistent, personalized experiences across and between service touchpoints, driving customer satisfaction and anticipating changing expectations.

2020-2021	2022
	Email channel optimization
	Digital experience platform development



3. Connected workplace

Develop a digitally-enabled workplace that improves ways of working, raises employee engagement and agility, and provides a consistent and positive employee experience.

2020-2021	2022
Digital enablement program	
	Incident management



4. Data-informed decisions

Ensure data is accessible, information is meaningful and actionable, and analytics is a core capability of the organization.

2020-2021	2022
Develop data asset mgmt. practices/accountabilities	Develop BI mgmt. practices/accountabilities
Establish a data management platform	Improve BI products
	Optimize data quality
	Develop open data portal



5. Adaptive technology foundation

Develop a secure, integrated, scalable technology environment that can enable TPL's current and future priorities.

2020-2021	2022
Improve cybersecurity protection and detection	IT security modernization
Application rationalization	Update server infrastructure and move to the cloud
Enhance ITS capabilities/processes	Modernize branch network equipment
	Ensure applications are compliant with TPL requirements
	Develop standardized software list
	Realign staff and public computing needs



Digital strategy scorecard – 2021 Results

2021 is our inaugural reporting year and will be used to benchmark against. Overestimated the number of digital initiative that could be completed.

Focus Area	Key performance Indicator (KPI)	2021 Target	2021 Actual
Digital Services & Spaces	# of digital initiatives completed	4	2
	# of new digital services	N/A	22
Unified Customer Experience	# of digital initiatives completed	1	0
	% y/y change in visits to TPL managed websites	N/A	7.9%
	Customer satisfaction with digital services (%)	N/A	84%
Connected Workplace	# of digital initiatives completed	4	0
	digital enablement work	N/A	8
Data-Informed Decisions	# of digital initiatives completed	5	0
	# of automated reports	N/A	5
Adaptive Technology Foundation	# of digital initiatives completed	13	4
	Data & technology maturity score	1.0	1.0
	Response time next day compliance for security investigations (%)	90%	100%
HR Metrics	# open ITS positions	N/A	39
	# ITS employee enters and exits	N/A	Enters: 26 Exits: 13
	Ratio of ITS roles vacant (2021/2020)	N/A	10/10

Digital strategy scorecard – 2022

Metrics for 2022 have been identified based on 2022 action plan & 2021 scorecard results

Focus Area	Key performance Indicator (KPI)	2022 Target	2022 Actual
Digital Services & Spaces	# of digital initiatives completed	1	
	# of new digital services	25	
Unified Customer Experience	# of digital initiatives completed	1	
	% y/y change in visits to TPL managed websites	+2%	
	Customer satisfaction with digital services (%)	>80%	
Connected Workplace	# of digital initiatives completed	2	
	digital enablement work	N/A	
Data-Informed Decisions	# of digital initiatives completed	6	
	# of automated reports	N/A	
Adaptive Technology Foundation	# of digital initiatives completed	12	
	Data & technology maturity score	1.5	
	Response time next day compliance for security investigations (%)	90%	
HR Metrics	# open ITS positions	<20	
	# ITS employee enters and exits	Enters: >10 Exits: <15	
	Ratio of ITS roles vacant (2022/2021)	8/10	

Summary

- **On-track** despite COVID-19 response effort and depth of foundational work needed
- Continuing to focus on recruitment and approaches for **recruiting ITS** positions
- 2022 action plan has continued **focus on foundational elements**

Appendix

2020 action plan

		2020				2021	2022
		Q1	Q2	Q3	Q4		
Pandemic response and recovery							
Digital services & spaces							
New digital services	Enable Digital Access Card*						
	Self-Checkout*						
	Integrated Cash Registers						
	Modernize TPL’s Digital Archive*						
Unified customer experience							
Connected workplace							
Data-informed decisions							
Data asset management optimization	Data and analytics program design						
Adaptive technology foundation							
IT security advancement	IT security, risk and governance program design						
IT environment optimization	Computing devices review and persona modelling and Plan Development						
IT maturity advancement	IT maturity assessment and plan						
	Operating model design and implementation						
	Documentation improvement						

*Strategic Plan Execution Roadmap Initiative

2021 action plan

		2021				2022	2023
		Q1	Q2	Q3	Q4		
Pandemic response and recovery							
Digital services & spaces							
Digital services optimization	AODA: Webex Assistant Rollout*						
	AODA: Digital documentation training program						
New digital services	Programming modernization*						
Unified customer experience							
Connected workplace							
Critical workflow automation & optimization	Incident management*						
Workplace tools optimization							
	Remote work*						
Digital dexterity enablement	Design digital enablement program						
Data-informed decisions							
Data asset management optimization	Data asset management practice advancement						
	Data assets improvement						
	Data management platform optimization						
Business intelligence optimization	BI practice advancement						
	BI products improvement						
Adaptive technology foundation							
IT security advancement	Implement IT security, risk & governance program						
	Protective controls improvement						
	Detective controls enhancement						
	IT security incident response & recovery improvements						
IT environment optimization	IT infrastructure and unified communications redesign						
	Print devices optimization						
	Computing devices optimization						
	Public computing replacement and realignment						
	Staff computing replacement and realignment						
	UCaaS migration						
Application optimization	Application rationalization						
IT maturity advancement	IT strategy development						
	ITS operations optimization						
	ITS capabilities development						

*Strategic Plan Execution Roadmap Initiative

2022 action plan

		2022				2023	2024
		Q1	Q2	Q3	Q4		
Pandemic response and recovery							
Digital services & spaces							
Unified customer experience							
Customer experience platform development							
Connected workplace							
Data-informed decisions							
Data asset management optimization	Data quality optimization						
	Open data services optimization						
Adaptive technology foundation							
IT security advancement	IT security infrastructure modernization						
IT environment optimization	Hybrid data center*						
	Connectivity stabilization						
Application optimization	Appliance compliance						
	Integration foundations						
	Software standardization						

*Strategic Plan Execution Roadmap Initiative

1 digital services & spaces

TPL has a vibrant digital presence that provides dynamic online services and physical spaces that are digitally advanced.

key activities

- Enable the delivery of more digital services to meet customer demands
- Deliver new innovative technologies to maximize the use of online and digital channels
- Explore opportunities to provide more immersive experiences using interactive and augmented reality technologies
- Leverage planned renovation/rebuild to blend the physical and digital spaces by deploying smart building, wayfinding and service solutions

strategic objectives enabled

- 1.1** Spaces as a Service program
- 1.3** Online & Digital Service (Tier 4) Reimagined
- 2.1** Access to Technology & Digital Literacy strategy
- 3.1** Workforce Development Strategy

2 unified customer experience

Consistent, personalized experiences across and between service touchpoints, driving customer satisfaction and anticipating changing expectations.

key activities

- Apply human-centered and inclusive design to amplify the voice of the customer and support the full range of human diversity.
- Develop an easy-to-use digital customer experience platform that enables convenient and responsive access to the TPL's services & collections.
- Deliver services that offer customers choice and flexibility, across all TPL channels.
- Explore opportunities to leverage data and technology to create unique and targeted experiences based on customer choices and behaviours.

strategic objectives enabled

6.22 Modernize Customer Experience

3 connected workplace

A digitally-enabled workplace that improves ways of working, raises employee engagement and agility, and provides a consistent and positive employee experience.

key activities

- Deliver an integrated suite of technologies to enable effective employee collaboration, productivity and communications.
- Provide technology and supports to equip a mobile workforce whether in branches, in the community or at home.
- Automate and streamline core work flows to increase the efficiency, effectiveness and speed of operations.
- Cultivate a “Digital by Default” culture and enable digital dexterity to support employees in embracing data and technology to achieve better outcomes.

strategic objectives enabled

- 5.1 Modernize Employee Experience
- 5.2 Modern Workplace

4 data-informed decisions

Data is accessible, information is meaningful and actionable, and analytics is a core capability of the organization.

key activities

- Structure and manage data as a strategic asset to ensure it is protected and fit for analytics use.
- Automate reporting to support performance measurement.
- Provide self-serve technology and supports for staff to run queries and get whatever data they need to make timely decisions.
- Explore opportunities to enhance TPL's Open Data platform and analysis tools to enable broader use, and to support informational, educational, professional and/or civic engagement interests.

strategic objectives enabled

6.4 Evaluation & Accountability Practices

5 adaptive technology foundation

A secure, integrated, scalable technology environment that can enable TPL's current and future priorities.

key activities

- Raise the maturity of IT functions so that the organization can effectively support TPL's digital aspirations.
 - Improve access to technology for staff and customers.
 - Rationalize and optimize legacy technologies to reduce cost, improve performance, facilitate integration and increase user adoption & satisfaction.
 - Adopt a modern security approach to improve cybersecurity and TPL's overall security position.
- tpl** • Enable better communications between systems to amplify customer and employee voices and support co-operative partnerships.

strategic objectives enabled

6.22 Modernize Data and Technology Environment

2022 action plan

		2022				2023	2024
		Q1	Q2	Q3	Q4		
Pandemic response and recovery							
Digital services & spaces							
Unified customer experience							
	Digital experience platform development						
Connected workplace							
Data-informed decisions							
Data asset management optimization	Data quality optimization						
	Open data services optimization						
Adaptive technology foundation							
IT security advancement	IT security infrastructure modernization						
IT environment optimization	Hybrid data center*						
	Connectivity stabilization						
Application optimization	Appliance compliance						
	Integration foundations						
	Software standardization						

*Strategic Plan Execution Roadmap Initiative

2021 Digital Strategy Scorecard				
Focus Area	Metric	Description/Measurement	2021 Target	2021 Actual
Digital Services & Spaces	# of digital initiatives completed	The number of DRP digital services & spaces projects completed per year as a ratio to the number projected to be completed that year.	4	2
	# of new digital services	The number of new services (internal or external) launched that encompass a digital component in the calendar year.	N/A	22
Unified Customer Experience	# of digital initiatives completed	The number of DRP unified customer experience projects completed per year as a ratio to the number projected to be completed that year.	1	0
	% y/y change of visits to TPL managed sites	The percent change in year of year visits to TPL websites.	N/A	7.9%
	customer satisfaction with digital services	Customer satisfaction, as obtained via survey responses, with TPL's digital services.	N/A	84%
Connected Workplace	# of digital initiatives completed	The number of DRP connected workplace projects completed per year as a ratio to the number projected to be completed that year.	4	0
	digital enablement work	The number of new digital enablement resources available to staff in the calendar year.	N/A	8
Data-Informed Decisions	# of digital initiatives completed	The number of DRP data informed decision projects completed per year as a ratio to the number projected to be completed that year.	5	0
	# of automated reports	The number of automated reports operationalized in the calendar year	N/A	5
Adaptive Technology Foundation	# of digital initiatives completed	The number of DRP adaptive technology foundation projects completed per year as a ratio to the number projected to be completed that year.	13	4
	data & technology maturity score	Gartner data and technology maturity score	1.0	1.0
	Response time next day compliance for security investigations	Twelve month average of the compliance to the service level objective for security incidents escalated by the lines of business for the ITS – Security & Enterprise Architecture team.	90%	100%
HR Metrics	# open ITS positions	Number of ITS (or other division) vacant during the 2021 calendar year.	N/A	39
	# ITS employee enters and exits	Number of employees that joined the ITS team and number of employees that left the ITS team over the calendar year.	N/A	Enters: 26 Exits: 13
	Ratio of ITS roles vacant (2021/2020)	Number of roles that were vacant last year vs. this year.	N/A	10/10

2022 Digital Strategy Scorecard				
Focus Area	Metric	Description/Measurement	2022 Target	2022 Actual
Digital Services & Spaces	# of digital initiatives completed	The number of DRP digital services & spaces projects completed per year as a ratio to the number projected to be completed that year.	1	
	# of new digital services	The number of new services (internal or external) launched that encompass a digital component in the calendar year.	25	
Unified Customer Experience	# of digital initiatives completed	The number of DRP unified customer experience projects completed per year as a ratio to the number projected to be completed that year.	1	
	% y/y change of visits to TPL managed sites	The percent change in year of year visits to TPL websites.	2%	
	customer satisfaction with digital services	Customer satisfaction, as obtained via survey responses, with TPL's digital services.	>80%	
Connected Workplace	# of digital initiatives completed	The number of DRP connected workplace projects completed per year as a ratio to the number projected to be completed that year.	2	
	digital enablement work	The number of new digital enablement resources available to staff in the calendar year.	N/A	
Data-Informed Decisions	# of digital initiatives completed	The number of DRP data informed decision projects completed per year as a ratio to the number projected to be completed that year.	6	
	# of automated reports	The number of automated reports operationalized in the calendar year	N/A	
Adaptive Technology Foundation	# of digital initiatives completed	The number of DRP adaptive technology foundation projects completed per year as a ratio to the number projected to be completed that year.	12	
	data & technology maturity score	Gartner data and technology maturity score	1.5	
	Response time next day compliance for security investigations	Twelve month average of the compliance to the service level objective for security incidents escalated by the lines of business for the ITS – Security & Enterprise Architecture team.	90%	
HR Metrics	# open ITS positions	Number of ITS (or other division) vacant during the 2021 calendar year.	<20	
	# ITS employee enters and exits	Number of employees that joined the ITS team and number of employees that left the ITS team over the calendar year.	Enters: >10 Exits: <10	
	Ratio of ITS roles vacant (2022/2021)	Number of roles that were vacant last year vs. this year.	8/10	