

## 2019 Strategic Work Plan Update

<b>Date:</b>	September 23, 2019
<b>To:</b>	Toronto Public Library Board
<b>From:</b>	City Librarian

### SUMMARY

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The purpose of this report is to provide a 2019, mid-year update for the 2018-2019 strategic work plan. This work plan provides status updates on key commitments of TPL’s current strategic plan.

The strategic plan drives value for Toronto communities and residents as defined in the Accountability Framework, including logic models for the strategic priorities and targets set in the balanced scorecard. The strategic work plan reflects the Library’s commitment to the Board guided strategic plan, through initiatives and actions that demonstrate commitment to change, 21st century service excellence, and working across sectors and with City partners to increase the impact of key City strategies.

In January 2018, the Board approved the 2018-2019 strategic work plan, a two-year outlook for initiatives to advance the strategic plan outcomes. This mid-year report for 2019 provides a status update on current initiatives of the final concluding year of the 2016-2019 strategic plan.

### FINANCIAL IMPACT

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There is no financial impact beyond what has already been approved in the current year’s budget.

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

## **DECISION HISTORY**

At its January 29, 2018 meeting, the Toronto Public Library Board approved the 2017 Strategic Work Plan Status Update and 2018-2019 Strategic Work Plan report:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2018/jan29/15-2017-strat-plan-work-plan-update-2018-2019-work-plan-combined.pdf>

At its December 10, 2018 meeting, the Toronto Public Library Board approved the 2018-2019 Strategic Work Plan Status Update report:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2018/dec10/12-2018-2019-strategic-work-plan-status-update-combined.pdf>

At its April 29, 2019 meeting, the Toronto Public Library Board approved the Strategic Plan 2016-2019: Accountability Framework and 2018 Results report:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/apr29/18-strat-plan-2016-2019-accountability-framework-and-2018-results-combined.pdf>

## **EQUITY STATEMENT**

The two-year 2018-2019 strategic work plan and budget enhancements have been developed considering the City's Equity Lens, which ensures ongoing integration of access and the removal of barriers for equity-seeking groups in the City of Toronto. The approach strives to achieve equitable outcomes for all, and that all benefit equally from programs and services delivered by the Toronto Public Library.

## **2019 Strategic Work Plan Update**

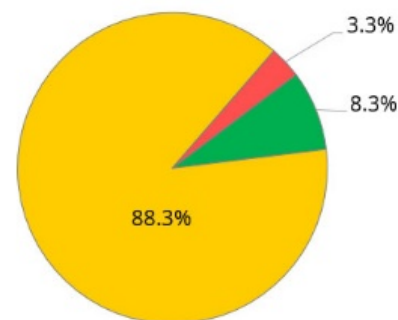
(Attachment 1)

### **MID-YEAR STATUS**

There has been substantial progress in advancing the Library's 2016–2019 strategic plan in 2019. The work plan includes 24 high-level strategic initiatives, and is further subdivided into a total of 60 activities.

A total of 53 (88.3%) of the activities are in progress and expected to be completed by the end of 2019, with five (8.3%) complete and two (3.3%) being delayed.

2019 Mid-Year Status	# of activities	% of total
■ COMPLETE	5	8.3%
■ IN PROGRESS / ONGOING	53	88.3%
■ DELAYED	2	3.3%
<b>Total</b>	<b>60</b>	<b>100.0%</b>



## MID-YEAR HIGHLIGHTS BY STRATEGIC PRIORITY

### 1. Advancing our Digital Platforms

#### **eLearning Vision and Services** – (Initiative #1)

Work is continuing on developing the customer eLearning portal. The portal will introduce users to important technology concepts and help develop career advancing skills, by incorporating all TPL eLearning resources, offering digital literacy and workforce development courses in partnership with City agencies and their clients.

In Q1 and Q2 of 2019, the Library has:

- Launched the Google IT Support Professional Certificate program (GISC) for learners in Toronto, online learners from around Canada and learners at partner libraries Edmonton, Surrey and Hamilton. A total of 10 laptops were given to Toronto learners who demonstrated need.
- Continued TPL’s role as a CISCO NetAcademy partner, delivering ten different four- to nine-week long courses, including three in partnership with Toronto Employment and Social Services.

### 2. Breaking down barriers to access and driving inclusion

#### **Focus on service and program development** – (Initiative #4)

Two-year initiative aimed at reducing barriers and increasing accessibility through an equitable approach at focusing on service and program development that targets the needs of vulnerable populations.

In Q1 and Q2 of 2019 the Library has:

- Designed and conducted over 20 digital literacy workshops for seniors on topics such as navigating health and government services online.
- Continued to develop resources and train staff on how to better serve vulnerable populations, including people experiencing homelessness and adults with intellectual disabilities, in partnership with other Toronto front line agencies.

- Made progress in reviewing accessibility compliance, creating a staff programming guide and expanding programming pilots for adults with intellectual disabilities. Staff training was delivered on basic American Sign Language, serving children with Autism Spectrum Disorder and creating accessible documents.
- Furthered its commitment to advance STEM and online safety programming for children through increased availability of STEM programs during March break and on PA days, and the expansion of robotics equipment in districts and larger neighbourhood branches.

**Consult with language groups on multilingual collections** – (Initiative #5.1)

Work continues on this initiative which aims to review, rationalize and inform the location, size, content and selection criteria of French and multilingual collections - ahead of a targeted marketing campaign planned for next year, aiming to promote the Library's multilingual collections to Toronto's diverse language communities.

In Q1 and Q2 of 2019 the Library has:

- Successfully completed the review and rationalization of multilingual collections through public consultation and trend analysis, with under-performing collections closed and materials relocated.
- Improved the discovery of collections through the addition of genre headings, and improved meta-data for multilingual collections.

### **3. Expanding access to technology and training**

**TPL's Digital Literacy Vision** – (Initiative #11)

The Library is committed to advancing the Digital Literacy Vision through improved and expanded digital innovation services and branding, such as the implementation of the new digital innovation services model, focused programming, new technologies, the piloting of new equipment lending options, and improved branding.

In Q1 and Q2 of 2019 the Library has:

- Successfully completed Digital Literacy Week programming in partnership with the City – with over 150 programs and classes at over 50 branches reaching approximately 2,000 participants.
- Began developing public programs on algorithmic literacy, privacy and artificial intelligence - with a soft launch taking place during Digital Literacy Week, including an A.I. Education Stakeholders Symposium held to discuss gaps and opportunities in the City.

#### **4. Establishing TPL as Toronto's centre for lifelong and self-directed learning**

##### **Implementation of new Youth Hubs** – (Initiative #12)

Informed by the popularity and success of the existing Youth Hubs, and in support of geographic equity throughout the City and identified demand, the Library is pursuing the creation of two additional Youth Hubs in 2019. Library staff continue to work with City partners developing a multi-year outlook for projects funded through Poverty Reduction Strategy.

In Q1 and Q2 of 2019 the Library has:

- Made progress in space and service planning for the two new Youth Hub locations that are scheduled to open in 2019. Staff recruitment and equipment orders are currently underway.

#### **5. Creating community connections through cultural experiences**

##### **Implementation of TPL's Indigenous Strategies** – (Initiative #14.0)

The Board endorsed Indigenous Strategies in April 2017, with recommended multi-year initiatives approved. In 2019, strategies relating to strengthening community relationships, incorporating indigenous content into Library programming, and building indigenous collections were identified.

In Q1 and Q2 of 2019 the Library has:

- Completed the Indigenous Engagement Plan and Strategy. Consultations and programming activities currently underway.
- Continued the collection buildup of Indigenous materials, with over 1,600 items purchased with funds from budget and the Bennett donation, with work underway to improve access through the catalogue and decolonize metadata of items in the collection.
- Continued incorporating and expanding year-round Indigenous content with programming offered for a second straight year.

#### **6. Transforming for 21st century service excellence**

##### **Advance the Digital Strategy to create the omni-channel experience** – (Initiative #19.0)

The Digital Strategy guides the Library's approach to digital and technology, with the goals of modernizing the customer experience, making the Library more responsive and efficient through strategic partnerships, and transforming the back office infrastructure by investing in modern systems, processes and training.

In Q1 and Q2 of 2019 the Library has:

- Increased efficiencies through capital investments in technology and processes, including: a learning management system, performance management system, extra-hours rationalization system, digitization of collections, and purchase to pay systems. Projects are currently in various stages of progress.
- Enhanced e-services and technology access in branches, by launching an online card renewal service in April.

**Advance understanding of the outcomes and impacts of library services in Ontario** – (Initiative #17.0)

The Library continues its leadership role in the public library sector, with the goal of advancing outcome measures for 21st century service.

In Q1 and Q2 of 2019 the Library has:

- Advanced work on an Accountability Framework to ensure effectiveness, achievable expectations, results based decision-making, organizational value and alignment with the organizational culture.
- Continued the implementation of the Bridge Technology Services Assessment toolkit, to measure digital inclusion and literacy across Ontario, with over 50 public library systems supported.

**TPL Experience 360** – (Initiative #21.2)

The TPL Experience 360 initiative reflects the Library's commitment to 21<sup>st</sup> century service excellence by revitalizing the Library's brand framework and visual identity to better convey the brand promise and the values that the Library delivers.

The new brand will transform the customer experience across all service pillars, increasing visibility and engagement, and reinforcing the Library's role as the vital active ingredient that informs and inspires Torontonians.

In Q1 and Q2 of 2019 the Library has:

- Completed the redesign of the new visual identify and brand promise, and initiated a soft launch to staff, which included additional consultation opportunities, idea generation and training across multiple platforms.
- Began the first phase of the visual identify rollout, focused on internal materials and channels, as well as new service rollouts, with a second public phase planned for the Fall.

**Develop the new Strategic Plan for 2020-2024** – (Initiative #23.0)

Continued development with guidance from the Board of a new strategic plan for 2020-2024, a process that will result in a shared vision and strategy that sets the course for the next five years.

In Q1 and Q2 of 2019 the Library has:

- Completed the environmental scan and phase 1 of public and stakeholder consultations, with over 2,900 people participating.

- Launched the second phase of consultations, to validate and seek input from the public and stakeholders on draft focus areas and identify actions where the Library can play an impactful role.

## **Balanced Scorecard and Key Performance Indicators** (Attachment 2)

At the December 10, 2018 Board meeting, the Board approved the Balanced Scorecard targets for 2019, as part of the process for developing the operating and capital budget submission and work plans. All available metrics are on track at the mid-year point.

An updated mid-year Balanced Scorecard is provided in Attachment 2 for information. Staff are on track to meet all targets for 2019 with most targets at about 50% complete for Q1 and Q2.

## **Next Steps**

Looking forward to 2020, the ongoing development of the new strategic plan for 2020-2024 and the planned implementation of the new Accountability Framework will help guide the content and format of future strategic work plans for 2020 and beyond.

This process and change in format will be gradual, to allow for better organizational onboarding and account for carry-over initiatives, while supporting results based decision making.

The Library will present the year-end report for the 2019 strategic work plan in Q1 of 2020, as the final work plan of the concluding 2016-2019 strategic plan.

## **CONTACT**

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## **SIGNATURE**

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Vickery Bowles  
City Librarian

## **ATTACHMENTS**

- Attachment 1: Strategic Plan 2016-2019: 2019 Strategic Work Plan Update
- Attachment 2: Balanced Scorecard Performance Indicators (Mid-Year Update)

Initiatives and Activities		Target	2019 Status	2019 Results (Success Highlights or Challenges for Q1/Q2 2019)
<b>Priority 1: Advancing our Digital Platforms</b>				
<b>1.0</b>	<b>Develop and implement an eLearning vision and services</b>	<b>2018 2019</b>		
1.1	A customer eLearning portal on tpl.ca	2018 2019	<b>IN PROGRESS / ONGOING</b>	eLearning resource catalogue template created. Short-term improvements to eLearning and User Education web content in development. Learning pathway content in development.
1.2	Establish and continue TPL's role as a CISCO NetAcademy partner, offering digital literacy and workforce development courses in partnership with City agencies and their clients	2018 2019	<b>IN PROGRESS / ONGOING</b>	Delivered ten different 4-to-9 weeks long courses in Q1&2, including new class - Linux Unhatched and 3 classes with TESS (Toronto Employment and Social Services). Staff training provided to branch staff.
1.3	Lead implementation of Google IT Support Professional Certificate Program at Toronto Public Library and three other Canadian public libraries.	2019	<b>IN PROGRESS / ONGOING</b>	GISC (Google IT Support Certificate) launched in April for 50 learners in Toronto, 50 online learners from around Canada and 150 learners at our partner libraries Edmonton, Surrey and Hamilton. A majority of learners have completed the first learning module on time, with 6 learners completing the entire course in the first few months. 10 laptops were given to Toronto learners who demonstrated need.
<b>2.0</b>	<b>Develop and implement the new Innovation Incubator initiatives</b>	<b>2018 2019</b>		
2.1	Pilot a digital storytelling program	2018 2019	<b>IN PROGRESS / ONGOING</b>	Audio recording kits will be launched as an equipment lending pilot in the Digital Innovation Hubs this Fall in conjunction with programs on digital storytelling topics. An Innovator in Residence on virtual reality will be held at Richview Branch this fall.
<b>Priority 2: Breaking down barriers to access and driving inclusion</b>				
<b>3.0</b>	<b>Expand and enhance access to branches and services through increased open hours and providing customer-focussed service at point of need</b>	<b>2018 2019</b>		
3.1	Sunday Service Enhancements for 2019 - Seasonal Sunday service at additional neighbourhood branches, prioritizing NIA communities	2019	<b>COMPLETE</b>	Seasonal Sunday service available at eight new locations: Sanderson, St. James Town, Thorncliffe, Steeles, Jane/Dundas, Weston, Morningside, Eglinton Square and Burrows Hall
3.2	Extended Open Hours pilot at Swansea and Todmorden branches	2018 2019	<b>IN PROGRESS / ONGOING</b>	One year pilot successfully launched at the Todmorden Room (Q4 2018) and Swansea (Q1 2019).

Initiatives and Activities	Target	2019 Status	2019 Results (Success Highlights or Challenges for Q1/Q2 2019)
3.3 Community Based Services - Wider implementation of community librarianship model across district and Research & Reference branches	2018 2019	<b>IN PROGRESS / ONGOING</b>	Six placements in progress; refugee focus, (FCJ, Costi, Toronto Plaza); incarcerated and recently released persons focus (detention centres); homelessness focus, (City Shelters and Transitional Homes); digital literacy focus (RWHC) and TESS (2 locations at selected locations). Placements ending by Aug 31. Proposal for 2019-2020 placements submitted. Two branch librarians (at BR & MAS) identified to do community librarian work as part of their assignment.
3.4 Open Hours Plan – Phase 1 is a 2019 service enhancement which is subject to funding approval: Adding Mondays as a service day which increases the band of weekly hours for 24 branches; and adding Sunday service at 26 branches. Late night hours (to 10:00 pm) will also be introduced at two Research & Reference and four District branches.	2019	<b>DELAYED</b>	Delayed, pending additional operating funding needed to proceed with expanding open hours.
<b>4.0 Service and program development focus for 2018-2019, including associated staff training, will be for:</b>	<b>2018 2019</b>		
4.1 Seniors, in alignment with the Toronto Seniors Strategy	2018 2019	<b>IN PROGRESS / ONGOING</b>	Service Canada workshops scheduled across branches throughout 2019. Health services navigation addressed through Digital Life Skills-Online Health. Approx. 20 sessions delivered. Government navigation to be addressed through same series. Planning for VRhive pilot with UHN/Open Lab in progress. Six weekly sessions to begin at NYCL (North York Central Library) in Sept., with recruitment of participants through Baycrest. Seniors digital literacy pilot in progress. 6 pilot locations scheduled to begin delivering a 6 week curriculum starting Sep 17. Staff training sessions to commence in June.
4.2 Vulnerable Populations, including people experiencing homelessness, adults with intellectual disabilities, and incarcerated and recently released individuals	2018 2019	<b>IN PROGRESS / ONGOING</b>	Hosted staff training session on "Librarians as Change Agents"; delivering ongoing presentations to staff on role of Social Worker and Social Work concepts; delivered staff training session with TRL focusing on lived experience, self care and mapping exercise; hosted documentary "Us and Them" in partnership with Homeless Connect Toronto; hosted student placements (UofT MSW, Ryerson U Nursing, UofT iSchool) to bring in specialized services and expertise to service delivery; Needs Assessment framework developed and related data collection and research underway including focus groups and individual interviews; staff resources and ShareTPL portal supporting services to vulnerable persons developed; designed and delivered Coffee & Conversation pilot program at SA and TRL. Key partnerships established with: Streets to Homes; Hygiene on Wheels; SPIDER; CaMH; Toronto Drop In Network; and Toronto SSHA.
4.3 Youth, with specific new focus on Young Adults (age 18–24)	2018 2019	<b>IN PROGRESS / ONGOING</b>	8 programs and series (attendance 225) in Q1-2; Musician in Residence EOI posted in late June; 33+ programs and series planned for Q3-4
4.4 The Library as Civic Commons and Community Outreach and Engagement (COE) including civic engagement for the 2018 municipal election	2018 2019	<b>IN PROGRESS / ONGOING</b>	Vision for ongoing civic engagement between elections in development with partners.

Initiatives and Activities	Target	2019 Status	2019 Results (Success Highlights or Challenges for Q1/Q2 2019)
4.5 Accessibility services	2019	<b>IN PROGRESS / ONGOING</b>	Accessibility compliance review on track. Expansion of recreational program pilot for adults with intellectual disabilities in progress: staff program guide drafted; staff training developed and scheduled for Sep; recruitment for participating branches underway. Staff training delivered including: Basic ASL for Library Staff; Serving Children with Autism Spectrum Disorder; and Accessible Documents. TPL participated at Access Expo.
4.6 STEM and online safety programming for children	2019	<b>IN PROGRESS / ONGOING</b>	Work Group for Online Safety and Media Literacy has conducted environmental scan, working on creating TPL specific training for staff and families. Ongoing partnership with Code Mobile, March Break STEM programs offered, stats pending. PA STEM programs for Q1 and Q2 planned and implemented. Robotics equipment expanded to districts and N1 branches; Screen Time Guidelines written, communication plan needs to follow
<b>5.0 Consult with selected language groups</b>	<b>2018</b>		
5.1 Increase the use of French and multilingual collections based on public consultations and analysis of circulation trend: Review and rationalize the location, size, content and selection of collections, promote multilingual collections through targeted marketing to language communities, and improve discovery of the collections through increased and better meta data	2019	<b>IN PROGRESS / ONGOING</b>	Completed review and rationalization of collections - 98 under-performing ML collections and 12 French collections closed. Promotion delayed until 2020 when collections weeded and new materials arrive. Discovery improved by addition of genre headings, fuller records and vernacular script for non-Roman titles.
<b>6.0 Create a new membership model and outreach plan to engage residents with a full range of library services and programs</b>	<b>2018 2019</b>	<b>IN PROGRESS / ONGOING</b>	<b>Board-approved changes to the Membership Services Policy completed, including implementing a 2-week loan period for nonfiction DVDs in response to customer requests, making Best Bets non renewable to improve access to the collection and extending expiration of the Access card to one year to bring it in line with other cards. Automatic renewal of children's materials scheduled for Q4. Successfully implemented online membership renewal.</b>
<b>7.0 Develop and communicate a Facilities Master Plan as an overarching framework for Capital Project decision making which will prioritize infrastructure investments and identify capital requirements so that residents continue to enjoy state of the art library facilities</b>	<b>2018 2019</b>	<b>COMPLETE</b>	Toronto Public Library Board approved the Toronto Public Library Facilities Master Plan, including the recommendations contained in the report.

Initiatives and Activities		Target	2019 Status	2019 Results (Success Highlights or Challenges for Q1/Q2 2019)
<b>8.0</b>	<b>Enhance access to facilities and physical spaces by:</b>	<b>2018 2019</b>		
8.1	Continue multi-year renovation initiatives	2018 2019	<b>IN PROGRESS / ONGOING</b>	In 2019, multi-branch projects with designs completed in 2018 are in construction and will be completed in summer 2019 including Parliament Street, Parkdale and with St. James Town getting underway later in 2019; North York Central Library (Phase 2) design is complete and construction will be tendered in summer with construction starting in fall 2019. Two projects - Guildwood and St Clair / Silverthorn are nearing completion with openings expect in late summer 2019; Multiple projects are underway including; Wychwood, Albert Campbell District, York Woods, Centennial, Dawes Rd.
8.2	Complete the business plan and establish implementation priorities for the Children's, Youth, and Digital Innovation Spaces Visions	2018 2019	<b>IN PROGRESS / ONGOING</b>	Plan for annual review and update of the spaces vision. Redevelopment of the spaces tool to support active use by Capital Projects & Finance.
<b>9.0</b>	<b>Improve customer engagement and service delivery by creating email Marketing and Communications Strategy to engage residents with a full range of library services and programs</b>	<b>2019</b>	<b>IN PROGRESS / ONGOING</b>	<b>On track for 2019 and have successfully implemented a number of key milestones for this initiative.</b>
<b>10.0</b>	<b>Create a content marketing, development and engagement strategy with editorial oversight across TPL's multiple channels to increase current and new user engagement</b>	<b>2019</b>	<b>IN PROGRESS / ONGOING</b>	<b>Identified proactive narratives to be developed Q3/4 and 2020 and distributed widely (children's brand, digital access, workforce development, digital citizenry).</b>

### Priority 3: Expanding access to technology and training

<b>11.0</b>	<b>Implement TPL's Digital Literacy Vision, including:</b>	<b>2018 2019</b>		
11.1	Improved and expanded digital innovation services and branding through implementation of the new Digital Innovation Services Model	2018 2019	<b>IN PROGRESS / ONGOING</b>	The Digital Innovation Services Model will be piloted at Richview Branch in Q3 and Q4, 2019.
11.2	Co-develop Digital Literacy Week with the City of Toronto, and implement TPL-wide initiatives for the week	2019	<b>COMPLETE</b>	Digital Literacy Week took place from May 27 to June 1. TPL contributed over 130 programs and classes - of a total of 250 programs - at over 50 branches and reached approximately 2,000 participants. Program topics ranged from introductory level computer and Internet skills to high-end and emerging technologies like 3D printing, virtual reality, robotics and artificial intelligence. TPL also hosted the kick-off event at NYCL, which drew over 100 guests, including partners from the City, school boards and technology and cultural partners.
11.3	Develop and implement public programs on algorithmic literacy, artificial intelligence, and digital privacy	2019	<b>IN PROGRESS / ONGOING</b>	Soft launch of programming during Digital Literacy Week. A.I. Education Stakeholders Symposium held June 25 to discuss gaps and opportunities in the city with representatives from agencies and post-secondary institutions. User Education and hands-on workshop programming in development.

Initiatives and Activities		Target	2019 Status	2019 Results (Success Highlights or Challenges for Q1/Q2 2019)
<b>Priority 4: Establishing TPL as Toronto's centre for lifelong and self-directed learning</b>				
<b>12.0</b>	<b>Implement Youth Hubs</b>	<b>2018 2019</b>		
12.1	Additional Youth Hubs at 2 locations for 2019	2019	<b>IN PROGRESS / ONGOING</b>	Space and service planning underway, including staff recruitment and equipment orders
<b>13.0</b>	<b>Expand our digital collection to include new and innovative products that appeal to the widest audience and promote the products through targeted outreach, including:</b>	<b>2018</b>		
13.1	Investigate a multilingual ebook platform with a pay-per-use model	2019	<b>IN PROGRESS / ONGOING</b>	Investigating the Odilo platform for potential 2020 purchase.
13.2	Expand the use of eLearning resources through targeted outreach to business and government communities to engage current and new users.	2018 2019	<b>IN PROGRESS / ONGOING</b>	Outreach planned for universities and colleges in Q4.
13.3	Introduce new formats and products that recognize and respond to diverse customer needs.	2018 2019	<b>COMPLETE</b>	Expanded Playaway format to 16 additional branches, bringing the total number of branches with Playaways to 19. Collection was also made holdable to facilitate access across the system. Expanded Vox children's kits to 40 new branches, bringing the total number of branches with All-in-One Read-Alongs to 50. Collection was also made holdable to facilitate access across the system.
13.4	Lead national advocacy campaign to raise awareness of access and pricing issues for ebooks and eaudiobooks.	2019	<b>COMPLETE</b>	Created online advocacy campaign for CULC in which 300+ libraries across Canada participated. There were 23,000 visits to the TPL site and the hashtag #econtentforlibraries as used over 3,000 times. Resulted in significant media attention both locally and nationally - over 30 articles and TV/radio interviews. Penguin Random House contacted us and committed to improved access and a Canadian advisory council but neither has materialized. A new CULC/ULC North American campaign is being planned.
<b>Priority 5: Creating community connections through cultural experiences</b>				
<b>14.0</b>	<b>Start implementation of TPL's Indigenous Strategies with emphasis on:</b>	<b>2018</b>		
14.1	Strengthen community relationships and consultation approaches	2018 2019	<b>IN PROGRESS / ONGOING</b>	Indigenous Engagement Plan and Strategy completed. Tier One engagement event held on Jun 18. Ongoing consultation with IAC on: the Indigenous Engagement Plan & Strategy; Poetry Wall at St. Clair/Silverthorn; membership pilot; land acknowledgements; 2019 Elder in Residence; Read Indigenous 2019; and TPL blogs. TPL presence at key outreach events: Indigenous Arts Festival at Fairview branch (Jun 18-23); NCCT Aboriginal History Month event at Yonge Dundas Square on Jun 27.

Initiatives and Activities		Target	2019 Status	2019 Results (Success Highlights or Challenges for Q1/Q2 2019)
14.2	Build Indigenous collections, including material in Indigenous languages, and improving access to them	2018 2019	<b>IN PROGRESS / ONGOING</b>	Over \$24K (estimated 1,600 items) spent and committed to date from budget and Bennett donation. Initiatives to improve access through the catalogue include adding additional language fields to display Indigenous languages for all appropriate material, introducing records in vernacular scripts, e.g. Cree syllabics and investigating the use of other non-standard headings and tags.
14.3	Incorporate Indigenous content into TPL Programming	2018 2019	<b>IN PROGRESS / ONGOING</b>	Indigenous Celebrations expanded from Jun. & Oct. to Spring and Fall. Additional year round programming w/ Indigenous content offered for a 2nd year. New branding pending roll out of TPL brand. IYIL 2019 related events: language instruction for all ages and for Indigenous and non-Indigenous communities alike; travelling language exhibits detailing the history of Inuktitut and Cree; and Pikikwe Speak launch event and exhibit. ISC taking first steps to integrate Indigenous content into already established programming, especially for children and families, which may include story time outlines featuring Indigenous authors and titles, and the use of educational kits.
14.4	Create safe and culturally relevant spaces for the indigenous community	2018 2019	<b>IN PROGRESS / ONGOING</b>	Visiting Elders program established; first visit took place the week of Mar 25. Recruitment for a new Elder in Residence in progress. Land acknowledgements revised and launched Jun 1. Smudging supported in TPL spaces and at TPL programs; protocol being developed. TPL space made available to Indigenous communities through co-sponsorship including language programming (NCCT) and the Baby Bundle Project. Recruitment underway for an Indigenous Digital Content Lead to develop a dedicated space for Indigenous content on TPL website. Indigenous design and consultation underway for capital projects: poetry wall at St. Clair/Silverthorn; program room and garden at Albert Campbell; and Tree of Peace at Albion.
14.5	Introduce the decolonization of the library's metadata for Indigenous materials	2019	<b>IN PROGRESS / ONGOING</b>	Adding local subject heading "First Nations" to all records with "Indians of North America" heading and adding note to explain why this heading continues to be used as we work with other Canadian libraries to find a replacement acceptable to Indigenous Peoples.

**Priority 6: Transforming for 21st century service excellence**

15.0	Continue pay for print rollout	2018 2019	<b>IN PROGRESS / ONGOING</b>	As of July, the rollout was completed for 97 branches. 109 Public and 5 staff multi-functional devices were installed. Project completion is planned August 2019.
16.0	Push the TPL Data Hub to be a managed service	2018 2019	<b>IN PROGRESS / ONGOING</b>	Data Hub has now been migrated fully on Cloud - The proof of concept phase is now in Phase 1 (overview) and 2 (report build 101) rollout to an initial group of key staff. The back-end of the TPL data hub will require further building of resources to ensure sustainability of the processes and functions as a priority by Q2 of 2019.
16.1	Move data warehouse from the test server where it is currently being piloted to a managed Cloud solution	2018 2019	<b>IN PROGRESS / ONGOING</b>	Data quality tool has been installed and technical design work with vendor is in progress. Expected go live date planned Q2 2019.
17.0	Advance understanding of the outcomes and impacts of library services in Ontario by:	2018 2019		

Initiatives and Activities	Target	2019 Status	2019 Results (Success Highlights or Challenges for Q1/Q2 2019)
17.1 Take a leadership role in the public library sector to establish and advance outcome measures for 21st century service	2018 2019	<b>IN PROGRESS / ONGOING</b>	A new Accountability Framework has been developed to ensure effectiveness, achievable expectations, results based decision-making, organizational value and alignment with the organizational culture. Implementation of the new Accountability Framework takes place in the Fall and builds on the efforts of the existing Accountability Framework to provide analysis and metrics that demonstrate how the Library is achieving specific outcome targets and program goals. The work to develop the outcome frameworks for the remaining four service pillars (staff expertise, programs, collections, and space) will be supported by the new Accountability Framework.
17.2 Provide access to Edge for all Ontario Libraries	2019	<b>IN PROGRESS / ONGOING</b>	Using the Bridge project as a springboard, TPL is leading the rollout of Edge 2.0 across Ontario. In tandem with the Urban Libraries Council, TPL is providing access, training and support services to libraries across the province. At the end of Q2, 14 Ontario libraries have completed the assessment. Edge toolkit services assist libraries in guiding strategic decisions and developing action plans to ensure its meeting the evolving needs of its community in the digital age.
17.3 Lead implementation of the Bridge Technology Services Assessment Toolkit to measure digital inclusion and digital literacy	2018 2019	<b>IN PROGRESS / ONGOING</b>	The Bridge project consists of 5 phases: 1-developing representation, 2-building capacity, 3-data collection and monitoring, 4-sustainability, and 5-evaluation/reporting. By the end of Q2, Phase 1-2 have been completed, and phase 3 is in progress. Phase 1 of the project began by supporting 50 public library systems that vary in geography, library type and size. For the 2nd phase, participating libraries were supported through training sessions, resources, a community of practice, focus groups, and one-on-one support. At the end of Q2, in the 3rd phase of the project, 36 libraries were actively collecting customer outcome data, with a total of 12, 492 customer responses received and 1,101 Staff Surveys completed. Key challenges include implementation rates for First Nation libraries and small libraries in Northern Ontario.
<b>18.0 Drive organizational transformation through strategic review of services, effective resource allocation, and development of staff, to support delivery of exceptional customer experiences.</b>	<b>2018 2019</b>		
18.1 Introduce Change Management framework and training initiatives	2018 2019	<b>IN PROGRESS / ONGOING</b>	The Change Management Strategy Team was formed in the 1st Q and has been meeting bi-weekly since April 3, 2019. The primary goal of the team is to develop the Change Management Strategy for TPL (2019-2021). Some of the 1st and 2nd Q steps to develop the strategy included the completion of the Change Story, the Business Case, the Change Management Maturity Audit, and the Change Management Current State Assessment. In May, the Change Management Strategy Team held a Visioning and Strategy Workshop. The results of that session include the vision and mission for the strategy, change management principles for TPL and a Draft Change Management Roadmap. 90% of TPL Managers have taken the 4 day Fundamentals of Change Management Training.
18.2 Implement Learning Management System (LMS) to support success in staff development initiatives	2018 2019	<b>IN PROGRESS / ONGOING</b>	The Learning Management System (LMS) is on target to be implemented by the end of the year.

Initiatives and Activities	Target	2019 Status	2019 Results (Success Highlights or Challenges for Q1/Q2 2019)
18.3 Implement staff development program responsive to results of staff engagement survey	2019	<b>IN PROGRESS / ONGOING</b>	Staff development survey completed and analysis begun, identifying strengths and areas of improvement for TPL's learning culture, and priorities for staff development.
18.4 Implement branch staffing model to ensure equitable service levels across the city	2018 2019	<b>IN PROGRESS / ONGOING</b>	Implementation of the staffing model continues through reclassification and posting of non-compliant positions as vacancies arise. The model is 72% implemented.
<b>19.0 Advance the Digital Strategy to create the omni channel experience</b>	<b>2018 2019</b>		
19.1 Continue to build a strategy on how TPL delivers web- and mobile-based services on TPL.ca, and determine an appropriate sourcing plan for delivery of web services in early 2018.	2018 2019	<b>IN PROGRESS / ONGOING</b>	The procurement process is underway.
19.2 Improve the customer experience and streamline processes by providing a digital solution for suggestions for the collection	2018 2019	<b>DELAYED</b>	The project to implement an online customer-driven acquisition solution has been delayed until a new web services solution has been selected and implemented.
19.3 Enhance e-services and technology access in branches	2018 2019	<b>IN PROGRESS / ONGOING</b>	Launched online card renewal in April 2019.
19.4 Implement a new digital platform for TPL's Digital Archive	2018 2019	<b>IN PROGRESS / ONGOING</b>	Agreement signed with vendor and project implementation underway. Launch of platform expected for 2019 Q4.
19.5 Continue development of the Canadian Chinese Archive	2018 2019	<b>IN PROGRESS / ONGOING</b>	Well-attended programming for 2019 Asian Heritage Month completed. Ongoing receipt of and outreach for donations. Processing, description and digitization of collection continues. Planning for first TD Gallery Exhibit underway, scheduled for Q3 2019.
19.6 Launch a middle childhood website and redevelop the TPL Teens site	2018 2019	<b>IN PROGRESS / ONGOING</b>	Middle Childhood site (phase 1) is complete and launched in Q1 of 2019. Refinements of the site continue (LGBTQ2S interactive booklist, bookmark archives adding this summer, accessibility check on children's assets scheduled) and the decision to add more components will follow the completion of the RFP process for tpl.ca. TPL Teens Content strategy started in Q2, finalize in Q3, implement in Q4; YouTube survey conducted with YAG (Youth Advisory Group) members in Q1; channel approved and implemented in Q2; search term review and spotlights developed; newsletter subscription area of site updated; Young Voices submissions page review by EYAG in Q2 for update in Q3

Initiatives and Activities	Target	2019 Status	2019 Results (Success Highlights or Challenges for Q1/Q2 2019)
19.7 Align social media strategies with the Library's Strategic Plan 2016-2019 under the five service pillars to reach new audiences and engage residents with a full range of library services and programs	2018 2019	<b>IN PROGRESS / ONGOING</b>	Social media is a key component of TPL's marketing and communications plan, and strategies are developed as appropriate to align with the strategic plan. Examples: aligned social media strategy for Digital Literacy Week with the City of Toronto and key partners (breaking down barriers to access), conducted #eContent for Libraries campaign largely on social media (breaking down barriers to access), and new brand outreach (transforming for 21st century service excellence).
<b>20.0 Transform the back office infrastructure:</b>	<b>2018 2019</b>		
20.1 Achieve efficiencies through capital investment in technology	2018 2019	<b>IN PROGRESS / ONGOING</b>	Capital investments in technology include: Learning management system, Performance Management system, Extra hours rationalization, Collections Digitization; and Purchase to Pay systems. Projects in various stages of progress.
20.2 Focus service desk efficiencies and improvements to business processes	2018 2019	<b>IN PROGRESS / ONGOING</b>	Introduced Service Desk, Team Lead role and new hire has been on-boarded as of Q2. Hiring in progress to fill 4 x permanent service desk staff members. Working towards implementation of IT Change Management process in Q4 and further improvements to IT Incident Management process.
20.3 Integrated Payment, Technology Operational efficiencies Phase 1 and 2 (which includes VOIP and sorters, Customer Relationship Management and Room Booking)	2018 2019	<b>IN PROGRESS / ONGOING</b>	Integrated Payment: Self Checkouts system redesign and payment PIN pads implemented at 6 branches, rollout will continue until Q1 2020. Point of sales application design demo completed and changes according to feedback are in progress, installed and configured a testing unit and trained QA to start testing September 2019. As of April 2019 VOIP migration status indicates 9 branches have been completed. Remaining 14 branches conversion planning ongoing according to construction and unique requirements. Room booking new system implemented January 2018, data conversion completed and online booking tool implemented in production.
20.4 Implement Human Capital Management System (HCM)	2018 2019	<b>IN PROGRESS / ONGOING</b>	HCM application went live February 2019. Onboarding and Self Service Modules implementation in progress
<b>21.0 Develop and implement a strategic framework that reflects and advances the omni-channel customer experience, to provide customer-focussed services that are agile, innovative and future-focussed, and to transform the Library's capacity and culture to deliver exceptional customer experiences how, when and where our customers want and need them</b>	<b>2018 2019</b>		

Initiatives and Activities	Target	2019 Status	2019 Results (Success Highlights or Challenges for Q1/Q2 2019)
21.1 Provide customer-focussed services that are agile, innovative and future-focussed. Transform the library's capacity and culture to deliver exceptional customer experiences how, when and where our customers want and need them	2018 2019	<b>IN PROGRESS / ONGOING</b>	The development of TPL's customer experience (CX) strategy is ongoing. This strategy will include a CX framework and governance structure, enabling our organization to evolve and deliver exceptional 21st century experiences to customers at their point of need. To help shift TPL's culture, CX training will be developed for staff across all divisions, with a focus on both internal and external customer experiences (Q1 2020).  The CX strategy will align with TPL's six activators for exceptional customer experiences, based on feedback heard from stakeholders via TPLX360 (24.2). Several initiatives are currently underway that advance these activators and enable TPL to modernize its services and deliver experiences how, when, and where our customers need them. Examples of such initiatives include:  - Pay-for-print (self-service printing services at all branches - completed Q2 2019) - Headsets in public service (rollout in progress at all branches, NYCL & TRL, completion by end of Q4 2019) - Pin pad upgrades at self-service checkout machines (pilot launched in Q1 2019) - Self-service open hours initiative at Todmorden Room & Swansea Memorial (launched Q4 2018-Q1 2019) - Online membership renewal (launched Q1 2019) - Branch Experience pilot at Brentwood, where reference and circulation services are being integrated to provide seamless services at the customer's point of need (in progress)
21.2 TPL Experience 360 - initiative to inform and transform our customer experience and brand	2018 2019	<b>IN PROGRESS / ONGOING</b>	Completed the redesign of the new visual identify and brand promise, and initiated a soft launch to staff, which included additional consultation opportunities, idea generation and training across multiple platforms. Began the 1st phase of the visual identify rollout, focused on internal materials and channels, as well as new service rollouts, with a 2nd public phase planned for the Fall.
<b>22.0 Answerline and Room booking modernization</b>	<b>2018 2019</b>		
22.1 Streamline TPL Customer Support processes by introducing a single integrated customer support function	2018 2019	<b>IN PROGRESS / ONGOING</b>	Business requirements and Human Centered Design for Answerline solution completed. Room Booking identified as subsequent integrated phase. The project team is building the complete roadmap for all project phases to present the roadmap and updated business case to the TPL Board by October 2019.
<b>23.0 Develop the new Strategic Plan for 2020-2024</b>	<b>2019</b>	<b>IN PROGRESS / ONGOING</b>	<b>Environmental scan and Phase 1 Public and Stakeholder Consultations completed. Over 2,900 people have participated in the process including residents, stakeholders and community partners. Phase 1 Consultations included a public survey of Toronto residents and a survey of community partners. Phase 2 Consultations are underway to validate and seek input from the public and stakeholders on draft focus areas and identify actions where the library can play an impactful role across all focus areas.</b>
<b>24.0 Develop an integrated staff engagement and communication strategy to support the successful rollout and adoption of strategic plan initiatives.</b>	<b>2019</b>	<b>IN PROGRESS / ONGOING</b>	<b>Presented strategy to Directors and received approval. Moving ahead with action items, including communication tool audit and staff focus groups.</b>

**Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators  
2019 Quarter 2 YTD Results**

CUSTOMER PERSPECTIVE									
	Performance Indicator	2016 Q2YTD Result	2017 Q2YTD Result	2018 Q2YTD Result	2019 Q2YTD Result	% change Q2YTD 2018-2019	2019 Annual Target	2019 Q2YTD % of Annual Target Met	Status & Influencing Factors
1	Total number of active members (members who used their card in 2018)	n/a	n/a	n/a	n/a	n/a	676,795	n/a	Annual metric
2	Total use per capita	n/a	n/a	n/a	n/a	n/a	33.0	n/a	Annual metric
3	Total Visits <sup>1</sup>	9,324,034	8,655,040	8,686,340	<b>8,589,891</b>	<b>-1.1%</b>	17,593,518	48.8% On target	Impacted by the closure of 12 branches versus 7 in the same time period in 2018
4	Total virtual visits <sup>2</sup>	16,563,536	14,005,587	14,654,760	<b>15,222,782</b>	<b>3.9%</b>	30,618,543	49.7% On target	
5	In-branch technology utilization rate: wireless and workstations (user sessions) <sup>3</sup>	5,324,793	5,155,417	4,632,207	<b>4,500,835</b>	<b>-2.8%</b>	9,185,325	49.0% On target	Mobile devices are driving demand for library wireless service, which is stable. Workstation use was impacted by the closure of 12 branches versus 7 in the same time period in 2018.
	<i>Wireless user sessions</i>	1,989,147	2,427,275	2,508,398	<b>2,500,766</b>	<b>-0.3%</b>	5,019,487	49.8% On target	
	<i>Workstation user sessions</i>	3,335,646	2,728,142	2,123,809	<b>2,000,069</b>	<b>-5.8%</b>	4,165,838	48.0% On target	
6	Program attendance: Learning programs (ESL + Literacy + User Ed excluding technology training + Information & Current Issues) <sup>4</sup>	158,894	129,142	188,509	<b>193,575</b>	<b>2.7%</b>	374,372	51.7% On target	Increase in Science, Technology, Engineering and Math (STEM) programs
	eLearning sessions (Brainfuse, Gale Courses, Learning Express)	45,464	56,285	82,407	<b>105,583</b>	<b>28.1%</b>	175,000	60.3% Above target	Increase in popularity of eLearning databases.

Above target ≥ 2%: **Above target**      Below or above target by ≤ 2%: **On target**  
Below target by ≥ 5%: **Below target**      Below target ≥ 2% and ≤ 5%: **Within target**

<sup>1</sup> Indicator changed from “Visits per capita” to “Total Visits.”

<sup>2</sup> Indicator changed from “Virtual Visits per capita” to “Virtual Visits.”

<sup>3</sup> Replaced “In-branch technology utilization rate: internet access workstation per 100,000 population” and “In-branch technology utilization rate: wireless connections per capita” with “In-branch technology utilization rate: wireless and workstations (user sessions).”

<sup>4</sup> Indicator changed from “Utilization rate (program capacity): learning programs (ESL + Literacy + User Ed + lifelong learning)” to “Program attendance: Learning programs (ESL + Literacy + User Ed excluding technology training)” Information & Current Issues programs added, which include lifelong learning programs on topics such as finance, health and history.

**Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators  
2019 Quarter 2 YTD Results**

CUSTOMER PERSPECTIVE									
	Performance Indicator	2016 Q2YTD Result	2017 Q2YTD Result	2018 Q2YTD Result	2019 Q2YTD Result	% change Q2YTD 2018-2019	2019 Annual Target	2019 Q2YTD % of Annual Target Met	Status & Influencing Factors
	Library, lynda.com & Mango Languages)								eLearning user sessions are up 28.1% (Q2YTD 2018-2019).
	<i>Total: Learning programs attendance and eLearning sessions</i>	204,358	185,427	270,916	<b>299,158</b>	<b>10.4%</b>	549,372	54.5% Above target	
<b>7</b>	Program attendance: Technology training programs <sup>5</sup>	12,225	15,974	16,668	<b>17,585</b>	<b>5.5%</b>	34,009	51.7% On target	
<b>8</b>	Program attendance: Cultural programs <sup>6</sup>	345,036	336,577	323,776	<b>306,375</b>	<b>-5.4%</b>	592,529	51.7% On target	
	Program attendance: All branch & offsite programs	524,980	490,260	528,953	<b>517,535</b>	<b>-2.2%</b>	1,000,910	51.7% On target	
<b>9</b>	# of branches providing regular After-School Club programs from September to June <sup>7</sup>	n/a	n/a	n/a	n/a	n/a	46	n/a	<b>Annual metric</b>
<b>10</b>	Electronic circulation (Downloads and Streamed Content) <sup>8</sup>	2,440,398	2,722,046	3,309,739	<b>3,929,486</b>	<b>18.7%</b>	8,401,451	46.8% Within target	Continued popularity of electronic content and devices
	Physical circulation	13,761,224	12,229,670	11,736,169	<b>11,268,180</b>	<b>-4.0%</b>	24,000,000	47.0% Within target	Impacted by the closure of 12 branches versus 7 in the same time period in 2018
<b>11</b>	User satisfaction: overall								Measurement tool to be developed

<sup>5</sup> Indicator changed from “Utilization rate of technology training programs” to “Program attendance: Technology training programs.”

<sup>6</sup> Indicator changed from “Utilization rate of cultural programs” to “Program attendance: Cultural programs.”

<sup>7</sup> Indicator changed from “# of branches providing regular after-school programming from September to June” to “# of branches providing regular after-school club programs from September to June.”

<sup>8</sup> Changed from “Turnover rate of circulating items” to “Electronic circulation (Downloads and Streamed Content)” and “Physical circulation” and moved from Operational Perspective to Customer Perspective.

**Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators  
2019 Quarter 2 YTD Results**

CUSTOMER PERSPECTIVE									
	Performance Indicator	2016 Q2YTD Result	2017 Q2YTD Result	2018 Q2YTD Result	2019 Q2YTD Result	% change Q2YTD 2018-2019	2019 Annual Target	2019 Q2YTD % of Annual Target Met	Status & Influencing Factors
12	User satisfaction: in-branch technology (computers, software, Wi-Fi)								
13	User satisfaction: Knowledge of staff								
	User satisfaction: Helpfulness of staff								
14	% of customers whose only access to technology services is the Library	n/a	n/a	n/a	n/a	n/a	n/a	n/a	<b>Annual metric</b> Source: Bridge toolkit survey
	% of customers reporting increased digital comfort after using one or more services at the Library	n/a	n/a	n/a	n/a	n/a	n/a	n/a	<b>Annual metric</b> Source: Bridge toolkit survey

OPERATIONAL PERSPECTIVE									
	Performance Indicator <sup>9 10</sup>	2016 Q2YTD Result	2017 Q2YTD Result	2018 Q2YTD Result	2019 Q2YTD Result	% change Q2YTD 2018-2019	2019 Annual Target	2019 Q2YTD % of Annual Target Met	Status & Influencing Factors
1	Total Open Hours	137,073.00	134,688.75	136,210.00	<b>131,927.50</b>	-3.1%	267,241	49.4% On target	2017: 11 branch renovation closures throughout the year. 2018: 6 branch renovation closures throughout the year. 2019: 12 branch renovation closures throughout the year.
2	# of Sunday branches (September to June)	33	33	33	<b>42</b>	<b>27.3%</b>	50	84.0% Above target	

<sup>9</sup> "# of NIA Sunday branches (Year-round)" deleted.

<sup>10</sup> "Turnover rate of circulating items" replaced by "Electronic circulation (Downloads and Streamed Content)" and "Physical circulation" and moved to Customer Perspective.

**Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators  
2019 Quarter 2 YTD Results**

OPERATIONAL PERSPECTIVE									
	Performance Indicator <sup>9 10</sup>	2016 Q2YTD Result	2017 Q2YTD Result	2018 Q2YTD Result	2019 Q2YTD Result	% change Q2YTD 2018-2019	2019 Annual Target	2019 Q2YTD % of Annual Target Met	Status & Influencing Factors
3	# of NIA Sunday branches (September to June)	11	11	11	17	54.5%	23	73.9% Above target	
4	# of Sunday branches (Year-round)	0	8	14	19	35.7%	19	100.0% Above Target	
5	# of items in TPL collections digitized in reporting year <sup>11</sup>	n/a	169,919	115,968	112,002	-3.4%	100,000	112.0% Above target	

LEARNING & GROWTH PERSPECTIVE									
	Performance Indicator	2016 Q2YTD Result	2017 Q2YTD Result	2018 Q2YTD Result	2019 Q2YTD Result	% change Q2YTD 2018-2019	2019 Annual Target	2019 Q2YTD % of Annual Target Met	Status & Influencing Factors
1	Logic Models and evaluation frameworks completed for strategic priorities	In progress	In progress	9	14	55.6%	n/a	n/a	Logic models in place for all system level programs.
2	Spending on staff development: Total	n/a	n/a	n/a	n/a	n/a	\$588,760	n/a	Annual metric
	Spending on staff development: Average per staff	n/a	n/a	n/a	n/a	n/a	\$353.66	n/a	Annual metric
3	% of staff who report that I am provided with the necessary materials, resources and tools in order for me to be effective in my role <sup>12</sup>	Survey tool to be developed		63.68%	n/a	n/a	n/a	n/a	Annual metric Source: Staff Engagement Survey

<sup>11</sup> Changed from “% of Special Collections that are digitized” to “# of items in TPL collections digitized in reporting year.”

<sup>12</sup> Changed from “% of staff who report they have the skills and training to meet service delivery outcomes.”

**Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators  
2019 Quarter 2 YTD Results**

<b>LEARNING &amp; GROWTH PERSPECTIVE</b>									
	<b>Performance Indicator</b>	<b>2016 Q2YTD Result</b>	<b>2017 Q2YTD Result</b>	<b>2018 Q2YTD Result</b>	<b>2019 Q2YTD Result</b>	<b>% change Q2YTD 2018-2019</b>	<b>2019 Annual Target</b>	<b>2019 Q2YTD % of Annual Target Met</b>	<b>Status &amp; Influencing Factors</b>
	% of staff who report that I believe my team is committed to providing the highest level of service	Survey tool to be developed		76.57%	n/a	n/a	n/a	n/a	<b>Annual metric</b> Source: Staff Engagement Survey
	% of staff who report that I am provided with sufficient time during my work hours to pursue training / recertification to be successful in my position	Survey tool to be developed		54.70%	n/a	n/a	n/a	n/a	<b>Annual metric</b> Source: Staff Engagement Survey
	% of staff who report that overall I am satisfied with my career development opportunities with TPL	Survey tool to be developed		43.73%	n/a	n/a	n/a	n/a	<b>Annual metric</b> Source: Staff Engagement Survey
<b>4</b>	% of staff who report that I am proud to tell people I work for TPL <sup>13</sup>	Survey tool to be developed		82.76%	n/a	n/a	n/a	n/a	<b>Annual metric</b> Source: Staff Engagement Survey

<b>FINANCIAL PERSPECTIVE</b>									
	<b>Performance Indicator</b>	<b>2016 Q2YTD Result</b>	<b>2017 Q2YTD Result</b>	<b>2018 Q2YTD Result</b>	<b>2019 Q2YTD Result</b>	<b>% change Q2YTD 2018-2019</b>	<b>2019 Annual Target</b>	<b>2019 Q2YTD % of Annual Target Met</b>	<b>Status &amp; Influencing Factors</b>
<b>1</b>	Cost per use	n/a	n/a	n/a	n/a	n/a	TBD	n/a	<b>Annual metric</b>
<b>2</b>	Operating expenditures (Gross)	n/a	n/a	n/a	n/a	n/a	TBD	n/a	<b>Annual metric</b>

<sup>13</sup> Changed from “% of staff who report high levels of engagement.”

**Strategic Plan 2016-2019 Balanced Scorecard Key Performance Indicators  
2019 Quarter 2 YTD Results**

FINANCIAL PERSPECTIVE									
	Performance Indicator	2016 Q2YTD Result	2017 Q2YTD Result	2018 Q2YTD Result	2019 Q2YTD Result	% change Q2YTD 2018-2019	2019 Annual Target	2019 Q2YTD % of Annual Target Met	Status & Influencing Factors
	Operating expenditures per capita	n/a	n/a	n/a	n/a	n/a	TBD	n/a	Annual metric
<b>3</b>	Operating expenditures for electronic materials	n/a	n/a	n/a	n/a	n/a	TBD	n/a	Annual metric
<b>4</b>	Operating expenditures on technology and digital services division <sup>14</sup>	n/a	n/a	n/a	n/a	n/a	TBD	n/a	Annual metric
	Capital expenditure on TAMP Virtual Branch Services and Technological Innovation Projects	n/a	n/a	n/a	n/a	n/a	TBD	n/a	Annual metric
<b>5</b>	Total net funding	n/a	n/a	n/a	n/a	n/a	TBD	n/a	Annual metric
	Total net funding per capita	n/a	n/a	n/a	n/a	n/a	TBD	n/a	Annual metric
<b>6</b>	Total funding from TPL Foundation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Annual metric

<sup>14</sup> "Operating expenditures for digital technology" replaced by "Operating expenditures on technology and digital services division" and "Capital expenditure on TAMP and Virtual Branch Services."