

20.



STAFF REPORT INFORMATION ONLY

Enterprise Balanced Scorecard and Strategic Action Plan: 2023 Results and 2024 Targets

Date: June 24, 2024

To: Toronto Public Library Board

From: City Librarian

SUMMARY

The purpose of this report is to provide the year-end results of the Toronto Public Library's (TPL's) 2023 Enterprise Balanced Scorecard (eBSC) and Strategic Action Plan, and present TPL's 2024 eBSC and Strategic Action Plan.

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

In 2023, significant progress was made in many areas in the first three quarters of the year. However, a cybersecurity incident in Q4 impacted achievement of some targets. The year-end results for the 2023 eBSC show that, of the thirteen Strategic Objectives, six are on track and seven are nearly on track.

Similarly, while there have been some delays in execution of the 2023 strategic action plan due to a shift in priorities in Q4, throughout the year good progress was made in achieving the strategic plan's goals. Of the 42 initiatives undertaken during the year to advance the Strategic Plan, 16 initiatives were completed and 26 were advanced. Staff were able to accomplish a great deal and stay largely on track for the execution of the strategic action plan.

In 2024, as TPL moves into the last year of its current strategic plan, staff will continue to execute on the remaining initiatives and build on the momentum created through the foundational work of the first four years of the plan. As part of the new Strategic Plan development process, a new implementation roadmap and eBSC will be developed and presented to the Board for approval.

FINANCIAL IMPACT

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

The Director, Finance & Treasurer has reviewed this Financial Impact Statement and agrees with it.

ALIGNMENT WITH STRATEGIC PLAN

TPL's [2020-2024 Strategic Plan](#) outlines TPL's priorities, what success will look like, and offers examples of how these goals will be achieved. The strategic plan execution roadmap defines a plan for how to get there, year by year, through the development of yearly action plans.

The eBSC tracks the organization's progress towards the outcomes of the plan against set goals and targets, and is reported to the Board twice per year. Overall, evaluation and accountability are key enablers of TPL's strategic plan and ensure that TPL makes decisions based on evidence, delivers on outcomes, and continues to be transparent and accountable to Torontonians.

EQUITY IMPACT STATEMENT

TPL's Strategic Plan includes a commitment to helping level the playing field for all Torontonians, with a particular focus on equity-deserving groups and vulnerable populations. The Plan integrates a focus on equity in everything TPL does – to understand and break down barriers to access and increase inclusion to ensure that everyone who wants to use the library feels welcome and represented in its spaces, is able to access services, and can benefit from the outcomes TPL is working towards.

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

DECISION HISTORY

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

At its February 24, 2020 meeting, the Library Board approved [the strategy map and the enterprise balanced scorecard template](#) and directed staff to develop and implement the eBSC.

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

At its April 26, 2021 meeting, the Library Board received the [2020 and 2021 Enterprise Balanced Scorecards](#) report.

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

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

At its April 24, 2023 meeting, the Library Board received [the 2022 and 2023 Enterprise Balanced Scorecards and Action Plans report](#).

At its September 18, 2023 meeting, the Library Board received the [2023 mid-year Enterprise Balanced Scorecard report](#) and reviewed the progress made to date in 2022.

ISSUE BACKGROUND

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

In late 2019, the Library Board approved TPL's 2020-2024 Strategic Plan as recommended by the Strategic Planning Steering Committee. The Board also approved TPL's Strategy Map and directed staff to monitor progress of the Strategy through implementation of the Balanced Scorecard with key performance indicators and targets. The City Librarian has delegated authority for each key performance indicator and target to the respective accountable Director identified for each KPI in the attached scorecard.

The strategy map translates the five strategic plan priorities into thirteen objectives across four perspectives. It shows how the Library aligns its resources and builds operational and organizational capacity through financial stewardship, learning and growth, and internal business processes to deliver the strategic plan's customer service-oriented commitments.

Each of the thirteen objectives have key performance indicators (KPIs) that identify how TPL measures and reports on progress towards advancing the 2020-2024 strategic plan's priorities and outcomes through the eBSC.

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

COMMENTS

2023 eBSC and Strategic Action Plan Results

In 2023, significant progress was made in many areas in the first three quarters of the year. However, a cybersecurity incident in Q4 impacted achievement of some KPI targets. To summarize TPL's year-end progress for 2023: six objectives are on track and seven are nearly on track.

Despite some delays in execution of the 2023 strategic action plan due to a shift in priorities in Q4, throughout the year good progress was made in achieving the strategic plan's goals.

Of the 42 initiatives undertaken during the year to advance the Strategic Plan, 16 initiatives were completed and 26 were advanced. Staff were able to accomplish a great deal and stay largely on track for the execution of the strategic action plan.

Initiatives completed and advanced include:

- Multi-year Open Hours plan approved by the Board and funding approved by City Council;
- Completed and re-opened four renovated branches;
- Digital Services vision completed and integrated into updated Service Delivery Model;
- Reconciliation Statement developed in collaboration with the TPL Indigenous Advisory Council and shared with the TPL Board and on tpl.ca;
- AODA initiatives, including development of accessible formats & communication supports;
- Completed roll-out of Play and Learn STEM Kits and Neighbourhood Tech Kits at all remaining branches to enhance robotics and digital literacy programming;
- Completed replacement of public computing devices in all Digital Innovation Hubs and Pop-Up Learning Labs;
- Completed pilot rollout of new computer reservation system and updated public computing policy;
- Implemented Intellectual Freedom initiatives including a new integrated advocacy and programming initiative called 'What's At Stake' and creating the Book Sanctuary collection;

- Expanded Branch Experience to 50 branches by the end of 2023, focused on enhancing staff capacity and skills, and improving customer experience in branches;
- Delivered a new online management and pass distribution system for tpl:map;
- Completed 2023 State of Good Repair HVAC, roofing, and grounds programs, achieving 120% capital spend rate;
- Selected vendor and began design of Applicant Tracking system to enhance recruitment processes for candidates and hiring managers;
- Completed social impact study to measure the outcomes of TPL services;
- Established Safety and Security Leadership Table (SSLT) to monitor the progress of the Safety and Security at TPL. Recruited and onboarded staff for new library safety positions; and
- Launched Social Services Team in partnership with Gerstein Crisis Centre.

The complete list of initiatives and more details on the status of these initiatives is included in the 2023 eBSC in Attachment 1.

2024 eBSC Targets and Strategic Action Plan

For 2024, the existing KPIs related to the thirteen strategic objectives on the scorecard are unchanged, to maintain consistency throughout the five-year Strategic Plan.

Moving into the last year of the strategic plan in 2024, TPL will continue to build on the momentum created through the foundational work of the first four years of the plan. Although progress on some initiatives was delayed in the first quarter of the year due to available resources being prioritized to address the cybersecurity incident, other initiatives, such as the Reserve a Computer system, were able to be expedited as a result of the response and good progress is anticipated on the Strategic Action Plan by the end of the year.

Initiatives planned for 2024 include:

- Complete recruitment, onboarding and training to achieve the Board's Open Hours Plan;
- Launch additional Youth Hubs at Brentwood, Bridlewood, Maryvale and TRL;

- Reopen one newly-renovated branch, and progress on construction of four additional branches;
- Finalize new inclusive washrooms signage designs and procure vendor for installation. Establish plan and timeline for update of all washrooms;
- Complete development of a digital literacy strategy, roadmap and action plan;
- Develop and implement a partnership strategy, roadmap and action plan;
- Award vendor contract and complete design phase for new digital experience platform;
- Procure and onboard a consultant to develop a system-wide wayfinding strategy for TPL branches;
- Replace print management system and physical printing devices for both staff and the public;
- Complete rollout of new computer reservation system to remaining branches;
- Resume project for software solutions to optimize staff productivity, collaboration & communication;
- Set up contract with vendor, procure, plan and implement rollout of new staff computing hardware;
- Deliver implementation of new Applicant Tracking System to enhance recruitment processes for candidates and hiring managers;
- Implement employee mental health and well-being action plan, including roll-out of Workplace Psychological Health and Safety Policy, staff survey and enhanced EAP support services; and
- Conduct focus groups with equity-deserving staff groups and roll out anti-harassment and human rights training as part of the workplace equity and inclusion action plan.

The complete Strategic Action Plan and more details on these planned initiatives are included in the 2024 eBSC in Attachment 1.

Monitoring progress and adjusting plans

The Strategic Plan Execution Roadmap approved by the Board in 2021 describes how TPL will achieve its strategic objectives and outcomes, and the scorecard tracks the organization's progress against set goals and targets. Efforts to align the entire organization to the Strategic Plan Execution Roadmap have been successful over the past four years as a result of the development of regular internal business planning processes, annual scorecard reporting and

ongoing communication.

Business planning is the regular and ongoing process of checking in, confirming, and adjusting annual plans based on progress, new information, risks, opportunities, and other considerations. Staff will continue to conduct quarterly internal reviews to understand progress to scorecard objectives and determine actions needed to remove roadblocks, adjust pace, and manage resources.

Staff will also continue to mature the business planning discipline that began in 2019. As with the disruption caused by the pandemic, despite the recent cybersecurity incident, TPL has been able to quickly adjust business plans because of these strong foundations that have enabled the ability to rapidly evaluate and re-plan, and ensure TPL remains on track to achieve its goals.

Staff will provide a mid-year progress update using red-yellow-green status on the 2024 eBSC to the Library Board in Quarter 3, 2024, and will provide year-end results in Quarter 2, 2025. As part of the development of the new 2025-2029 Strategic Plan now underway, a new execution roadmap and balanced scorecard will be developed for implementation starting in 2025, and will continue to build on the implementation progress and organizational learning over the past four years.

CONTACT

Shawn Mitchell; Director, Policy, Planning and Performance Management;
Tel: 416-395- 5602; Email: smitchell@tpl.ca

SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Enterprise Balanced Scorecard & Strategic Action Plan: 2023 Results and 2024 Targets

2023 Year-End Enterprise Balanced Scorecard: Overview of Results

Customer / Stakeholders Perspective

Strategic Objective	Status	Overview of Results
C1. Provide quality, accessible & inclusive public spaces	On Track	Online use and initiatives to support equity-deserving groups are all on track. Up to Q3 2023, in branch visits were exceeding targets and 44% higher than 2022. Year end result slightly below target due to cybersecurity incident impacts.
C2. Increase access to technology & digital literacy	On Track	All KPIs on track or near track. Lower than anticipated public computing use, likely due to cybersecurity incident, was offset by higher use of wifi. Goal of 100% of branches having appropriate technology to deliver digital literacy programs reached.
C3. Deliver relevant workforce & skills development services	On Track	Strong usage of workforce development online resources. In-person program fill-rates continue to be lower than online fill rates. Monitoring for service trends over time.
C4. Facilitate access to information, information literacy & civic engagement	On Track	Total electronic circulation is 10% above target. Fill rate of Civic Engagement and Adult Programs exceeds targets in some cases. Fill-rate and attrition rates for On Civil Society programs will continue to be monitored for improvements.
C5. Deliver exceptional customer experiences	Near Track	Customer Satisfaction survey did not take place in 2023 as a result of the cybersecurity incident. Results have been rolled-over to 2023. 2024 Survey is planned for October. Most related initiatives on track, including completion of tpl:map transformation.

Internal Business Processes Perspective

Strategic Objective	Status	Overview of Results
B1. Modernize our data & technology infrastructure	Near Track	Some progress on the overall cyber maturity was achieved. While many initiatives are on track and progressing well they continue into 2024, in part due to the cybersecurity response.
B2. Increase service awareness and access	On Track	Overall customer reach activities are trending up compared to last year. Most enterprise projects were paused in Q4 due to cybersecurity incident which had only slight impact to the full year results. Related initiatives on track.
B3. Minimize Service Disruptions	Near Track	Availability was trending well during 2023 prior to the cyber security incident October 28th, 2023. From this date for the remainder of the year many enterprise services were rendered unavailable until service recovery in 2024.
B4. Make informed decisions through enhanced governance and accountability	Near Track	Improved results and completion rate of Board self-evaluation survey. Access to data systems was restricted due to the cyber incident and production of automated reports was unavailable during this time. This resulted in not meeting the 2023 target.

Learning and Growth Perspective

Strategic Objective	Status	Overview of Results
L1. Foster a high-performance work culture by investing in our staff	Near Track	Action planning work continued and is largely complete. Most KPIs on track or near track. Staff town halls moved to quarterly cadence, which impacted anticipated targets, and continued through the cybersecurity incident.
L2. Increase TPL Staff Digital Literacy	On Track	Staff completion rates and feedback continue to meet target.
L3. Foster a workforce that reflects & responds to our diverse society	Near Track	Completion of assigned equity, diversity and inclusion courses trending positivity and met targets for 2023. Cybersecurity incident impacted completion rates of some initiatives due to other priorities.

Financial Stewardship Perspective

Strategic Objective	Status	Overview of Results
F1. Protect TPL's fiscal reputation with our stakeholders	Near Track	Operating budget experienced first ever deficit due to structural budget issues which have been addressed in 2024 budget. Capital budget spend slightly below target.

2023 Year-End Enterprise Balanced Scorecard & Action Plan Results

Customer / Stakeholders Perspective

Strategic Objective (SO) C1: Provide quality, accessible & inclusive public spaces

SO C1 Status: On Track

Key Performance Indicators for SO C1:

Overview of Results: Online use and initiatives to support equity-deserving groups are all on track or tracking above 2023 targets. Up to Q3 2023, in branch visits were exceeding targets and 44% higher than 2022. Year end result slightly below target due to cybersecurity incident Impacts.

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
C1.1 Online Visits	33,512,277	31,796,963
C1.2 Initiatives to support equity-deserving groups and vulnerable populations (%)	100%	100%
C1.3 In-Branch visits (New for 2023)	12,507,823	13,000,000

Strategic Initiatives for SO C1:

Action Plan Initiative	Action Plan Result
AODA Multi-year Action Plan	Began the MYAP Status Report. Completed the 2023 Accessibility Compliance Report. The Accessible Formats & Communication Supports completion was delayed due to the cyber security incident.
Facilities Capital Projects	Completed and re-opened 4 renovated branches. Made progress with projects at initiating, planning, and execution.
Incident Management system	Completed remaining implementation issues. Handover and closeout activities put on hold due to cybersecurity.
Initiatives to support equity deserving groups	Delivered many programs and initiatives to support equity deserving groups, including the new Social Service Team; Period Equity; and Personal Care Bank services.
Re-imagine Digital Services (Tier 4)	Digital Services vision completed and integrated into updated Service Delivery Model.
Inclusive Washrooms	Initial signage concept/mockups completed. New washroom standards completed. Staff learning plan developed.
Open Hours Plan Implementation	Multi-year Open Hours plan approved by the TPL Board and funding approved by City Council.
Reconciliation Statement	Reconciliation Statement developed in collaboration with the TPL Indigenous Advisory Council and shared with the TPL Board and on tpl.ca
Service Re-instatement initiatives	Reinstated all in-person services.
Sustainability Strategy	Work initiated on TPL environmental sustainability strategy with external consulting firm.

Strategic Objective (SO) C2: Increase access to technology & digital literacy

SO C2 Status: On Track

Key Performance Indicators for SO C2:

Overview of Results: All KPIs on track or near track. Lower than anticipated public computing use, likely due to cybersecurity incident, was offset by higher use of wifi. Goal of 100% of branches having appropriate technology to deliver digital literacy programs reached.

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
C2.1 Fill rate of digital literacy programs and sessions offered (%)	73%	75%
C2.2 Customer satisfaction with digital literacy programs (%)	97.3%	95.0%

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
C2.3 Digital inclusion initiatives to support equity deserving groups and vulnerable populations	7,946,879	7,682,200
C2.4 Branches that have the appropriate technology to deliver digital literacy programs (%)	100%	100%

Strategic Initiatives for SO C2:

Action Plan Initiative	Action Plan Result
Digital Literacy Strategy	Stakeholder and community consultations completed. Strategy draft in progress.
Expand Play and Learn STEM kits and Neighbourhood Tech Kits	Completed roll-out of Play and Learn STEM Kits and Neighbourhood Tech Kits at all remaining branches to enhance robotics and digital literacy programming
Public Computing Replacement & Realignment	Completed replacement of devices in all Digital Innovation Hubs and Pop-Up Learning Labs.
Reserve a Computer Replacement	Completed pilot rollout of new reservation system and updated public computing policy.

Strategic Objective (SO) C3: Deliver relevant workforce & skills development services

SO C3 Status: On Track

Key Performance Indicators for SO C3:

Overview of Results: Strong usage of workforce development online resources. In-person program fill-rates continue to be lower than online fill rates. Experience has now shown higher nonattendance rates for in person courses over online, resulting in lower fill-rates. Monitoring for service trends over time.

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
C3.1 Workforce & skills development uses (eLearning databases)	374,801	220,000
C3.2 Fill rate of learning opportunities offered (%)	86.6%	85.0%
C3.3 Customer satisfaction with learning opportunities (%)	78.5%	95.0%

Strategic Initiatives for SO C3:

Action Plan Initiative	Action Plan Result
Implement workforce development and life skills programs related to personal finance and financial empowerment	Delivered the new Financial Empowerment Service (FES) in partnership with Prosper Canada
Workforce Development Strategy	Work was delayed and will be completed in 2024.

Strategic Objective (SO) C4: Facilitate access to information, information literacy & civic engagement

SO C4 Status: On Track

Key Performance Indicators for SO C4:

Overview of Results: Total electronic circulation is 10% above target. Fill rate of Civic Engagement and Adult Programs exceeds targets in some cases. Fill-rate and attrition rates for On Civil Society programs will continue to be monitored for improvements.

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
C4.1 Electronic resources uses	12,313,520	10,500,000
C4.2 Fill rate of civic engagement programs offered (%)	91%	85%
C4.3 Customer satisfaction with civic engagement programs (%)	92%	90%

Strategic Initiatives for SO C4:

Action Plan Initiative	Action Plan Result
Advocacy framework	Staff and management will have a decision-making framework to guide actions and activities around days of significance and important community and world events.
Book Sanctuary and Intellectual freedom advocacy initiatives	Implemented initiatives, including launching a new integrated advocacy and programming series called 'What's at Stake' and creating the Book Sanctuary collection.
Equity Statement	Implement actions to support Equity Statement Goals, including Reconciliation Statement, MYAP initiatives, and updating Human Rights and Anti-Harassment Policy.
Fines Elimination	Report delayed due to cybersecurity response

Strategic Objective (SO) C5: Deliver exceptional customer experiences

SO C5 Status: Near Track

Overview of Results: Customer Satisfaction survey did not take place in 2023 as a result of the cybersecurity incident. Results from 2022 have been rolled-over to 2023. The 2024 Survey is planned for October. Most related initiatives on track, including completion of tpl:map transformation

Key Performance Indicators for SO C5:

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
C5.1 Customer satisfaction score from Answerline survey (%)	89%	90%
C5.2 Customer satisfaction with the helpfulness of library staff (%)	89%	90%
C5.3 Customer satisfaction overall (%)	91%	90%

Strategic Initiatives for SO C5:

Action Plan Initiative	Action Plan Result
Branch experience project	By end of 2023, Branch Experience was in place at 50 branches, focused on enhancing staff capacity and skills, and improving customer experience in branches.
Museum + Arts Pass (MAP) Transformation	Delivered an online management and pass distribution system. Handover and closeout activities put on hold due to cybersecurity response.
Customer experience strategy	Draft customer experience principles developed
Programming Modernization	Project was absorbed by new Digital Experience Program.

Internal Business Processes Perspective

Strategic Objective (SO) B1: Modernize our data & technology infrastructure

SO B1 Status: Near Track

Key Performance Indicators for SO B1:

Overview of Results: Some progress on the overall cyber maturity was achieved. Security improvements were being slowly adopted throughout 2023. The accelerated security roadmap in response to the cybersecurity incident resulted in a notable increase in maturity heading into 2024. Some significant Digital Strategy initiatives were closed and completed in 2023. While many initiatives are on track and progressing well they continue into 2024, in part due to the cybersecurity response.

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
B1.1 Data and technology maturity core	2.5	N/A

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
B1.2 Digital strategy initiatives completed within scope and schedule (%)	70%	greater than 70%

Strategic Initiatives for SO B1:

Action Plan Initiative	Action Plan Result
Digital Strategy	Advanced the initiatives identified in the 2023 Action Plan

Strategic Objective (SO) B2: Increase service awareness and access

SO B2 Status: On Track

Key Performance Indicators for SO B2:

Overview of Results: Results for key indicators, new memberships and digital access cards, exceeded targets. Overall customer reach activities are trending up compared to last year, although slightly off year-end targets despite strong organic growth in our email channel and several social media channels – the main decline is in Twitter, which has seen active users leaving the platform. Most enterprise projects were paused in Q4 due to cybersecurity incident which had only slight impact to the full year results. Related initiatives on track

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
B2.1 Audience and reach activities	7,052,909	8,686,060
B2.2 Customer engagement activities	4,238,721	3,831,583
B2.3 New memberships: Digital Access Card	26,055	15,000
B2.4 Enterprise projects completed within scope and schedule (%)	50%	70%
B2.5 New memberships: Full service card	225,836	80,000

Strategic Initiatives for SO B2:

Action Plan Initiative	Action Plan Result
Implement TPL's brand and visual identity	Implemented branding program for 2023 including Exterior Signage and Fleet pilot programs with development of standards and processes to operationalize, as well as branding for five branches (in part of in full). DIH branding framework completed with retrofit plan and timeline established.
Welcome Back campaign	Completed campaign

Strategic Objective (SO) B3: Minimize Service Disruptions

SO B3 Status: Near Track

Key Performance Indicators for SO B3:

Overview of Results: Availability was trending well during 2023 prior to the cyber security incident October 28th, 2023. From this date for the remainder of the year many enterprise services were rendered unavailable until service recovery in 2024

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
B3.1 Availability of key digital systems (%)	81.9%	97.0%
B3.2 Response time next-day compliance for security investigations (%)	100%	95%

Strategic Initiatives for SO B3:

Action Plan Initiative	Action Plan Result
Network stabilization	Progress achieved in 2023 in preparing and/or upgrading many branch network connections to modern fibre architecture. Network service outages were reduced in 2023 with improved network connections.
Implement State of Good Repair (SOGR) capital projects	Completed 2023 SOGR HVAC, roofing, and grounds programs, achieving 120% capital spend rate

Strategic Objective (SO) B4: Make informed decisions through enhanced governance and accountability

SO B4 Status: Near Track

Key Performance Indicators for SO B4:

Overview of Results: Successfully surpassed 2022 results and almost reached 100% completion rate of Board self-evaluation survey. Access to data systems was restricted due to the cyber incident and production of automated reports was unavailable during this time. This resulted in not meeting the 2023 target.

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
B4.1 Library Board effectiveness self-evaluation score (%)	88%	100%
B4.2 Number of automated business intelligence products to support informed decision making	2	4

Strategic Initiatives for SO B4:

Action Plan Initiative	Action Plan Result
Evaluation framework implementation	Supported program reporting and survey processes to measure outcomes and inform programming decision making.
Measuring social impact	Completed social impact study and shared results with TPL Board. Public release delayed due to cybersecurity response.

Learning and Growth Perspective

Strategic Objective (SO) L1: Foster a high-performance work culture by investing in our staff

SO L1 Status: Near Track

Key Performance Indicators for SO L1:

Overview of Results: Action planning work continued and is largely complete. Most KPIs on track or near track. Staff town halls moved to quarterly cadence, which impacted anticipated targets, and continued through the cybersecurity incident.

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
L1.11 Participation for all-staff engagement initiatives	2,852	3,472
L1.12 Satisfaction for all-staff engagement initiatives (%)	68%	75%
L1.2 Action plans that enable a high performance work culture completed within scope and schedule (%)	80%	75%
L1.31 Participation for staff development and training	1,035	1,100
L1.32 Staff satisfaction with Development and Training (%)	54%	60%
L1.4 Staff who report learning is prioritized as part of their daily work (%)	48%	50%

Strategic Initiatives for SO L1:

Action Plan Initiative	Action Plan Result
Applicant Tracking System	Selected vendor and began design of Applicant Tracking systems to enhance recruitment processes for candidates and hiring managers.
Employee Experience Strategy	Delayed due to cybersecurity response.
Employee wellness and mental health strategy	Initiated development of an employee wellness and mental health strategy, in response to staff survey results.
HR Modernization Assessment and Action Plan	Commenced digitization of employee files.
Safety and Security Enhancements Action Plan	Established Safety and Security Leadership Table (SSLT) to monitor the progress of the Safety and Security at TPL. Launched Social Services Team. Recruited and on boarded staff for new multidisciplinary positions.
Staff collaboration solutions	Due to cyber security incident, these activities were placed on hold.

Action Plan Initiative	Action Plan Result
Workplace re-entry and hybrid work plan	Completed re-entry plan for four teams. Finished new designs for remaining teams.

Strategic Objective (SO) L2: Increase TPL Staff Digital Literacy

SO L2 Status: On Track

Key Performance Indicators for SO L2:

Overview of Results: Staff completion rates and feedback continue to meet target.

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
L2.1 Staff completion for assigned digital literacy related courses (%)	62%	60%
L2.2 Staff satisfaction with digital literacy training provided (%)	93%	80%

Strategic Initiatives for SO L2:

Action Plan Initiative	Action Plan Result
Enhance TPL Staff Digital Literacy	Digital enablement initiatives included supporting delivery of Staff Education Conference, establishment of the Digital Learning Workgroup and supporting staff with adoption of new enterprise technology solutions

Strategic Objective (SO) L3: Foster a workforce that reflects and responds to our diverse society

SO L3 Status: On Track

Key Performance Indicators for SO L3:

Overview of Results: Completion of assigned equity, diversity and inclusion courses trending positivity and met targets for 2023. Cybersecurity incident impacted completion rates of some initiatives due to other priorities.

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
L3.1 Staff completion for assigned Equity, diversity & inclusion related courses (%)	60%	60%
L3.2 Equity and inclusion action plans completed within scope and schedule (%)	70%	75%

Strategic Initiatives for SO L3:

Action Plan Initiative	Action Plan Result
Workplace equity and inclusion action plan	Advanced 2023 actions including updating Anti-Harassment and Human Rights policy and developing related training modules.

Financial Stewardship Perspective

Strategic Objective (SO) F1: Protect TPL's fiscal reputation with our stakeholders

SO F1 Status: Near Track

Key Performance Indicators for SO F1:

Overview of Results: Operating budget experienced first ever deficit due to structural budget issues which have been addressed in 2024 budget. Capital budget spend slightly below target. 2024 capital budget is lower to reflect continued delays and to ensure increase in spend rate.

Key Performance Indicators (KPIs)	Actual 2023 Value	Target 2023 Value
F1.1 Operating budget (%)	103%	less than or equal to 100% spend rate
F1.2 Capital budget: annual spend rate (%)	72.4%	greater than or equal to 80% spend rate
F1.3 Capital budget: five-year average spend rate (%)	76.4%	greater than or equal to 80% spend rate

Strategic Initiatives for SO F1:

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

2024 Enterprise Balanced Scorecard & Action Plan

Customer / Stakeholders Perspective

Strategic Objective (SO) C1: Provide quality, accessible & inclusive public spaces

Key Performance Indicators for SO C1:

Key Performance Indicators (KPIs)	KPI Description	Targets	2024 Target rationale
C1.1 Online Visits	Sum of sessions for select web databases, visits for websites/blogs, and sessions for elearning resources in the calendar year.	2023 Q2: 15,898,481 2023 Q4: 31,796,963 2024 Q2: 15,538,045 2024 Q4: 31,076,092	Overall target decrease 7% YOY as change in Overdrive reporting will have a significant impact on YOY totals (almost 3 million visits from 2023). A significant amount of web content including Blogs were paused through much of Q1 and Q2 2024 as restoration efforts continued; the Digital Archive experienced a separate cybersecurity incident and was down for several months.
C1.2 Initiatives to support equity-deserving groups and vulnerable populations (%)	% of initiatives completed to support equity deserving and vulnerable populations in the calendar year.	2023 Q2: n/a 2023 Q4: 100% 2024 Q2: 50% 2024 Q4: 100%	- Presto - Socks - Adult Literacy - Storybook Parents - Period Equity Rollout - The Personal Care Bank Pilot Extension - Social Services Team Pilot
C1.3 In-Branch visits (New for 2023)	Sum of adults and children that are counted by the people counter sensors at the entrances of TPL's branches.	2023 Q2: 6,000,000 2023 Q4: 13,000,000 2024 Q2: 6,062,387 2024 Q4: 12,379,685	The target for 2024 has been adjusted downwards to reflect the ongoing impact of the cybersecurity incident in Q1 2024. Hours increases will provide some mitigation, while branch closures for capital projects will reduce visits.

Strategic Initiatives for SO C1:

Action Plan Initiative	Action Plan Goal
AODA Multi-year Action Plan	Continue 2024 Accessibility Action Plan initiatives, including completion of the Accessible Formats & Communication Supports project. Establish plan and timeline for update of all washrooms. Develop the 2025-2029 Multi-Year Accessibility Plan.
Facilities Capital Projects	Execute 2024 capital projects according to defined milestones and schedules.
Incident Management system	Close project.
Inclusive Washrooms	Finalize signage designs and procure vendor for installation. Establish plan and timeline for update of all washrooms. Deliver staff learning plan.

Action Plan Initiative	Action Plan Goal
Initiatives to support equity deserving groups	Deliver initiatives to support equity deserving groups.
Open Hours Plan Implementation	Complete recruitment, onboarding and training to achieve the Board's Open Hours Vision.
Reconciliation Statement	Continue implementation of actions in support of Reconciliation Statement goals and annual reporting on progress.
Sustainability Strategy	Complete TPL environmental sustainability strategy as part of the development of the next TPL strategic plan.
Youth Hub expansion	Launch additional Youth Hubs at Brentwood, Bridlewood, Maryvale and TRL.

Strategic Objective (SO) C2: Increase access to technology & digital literacy

Key Performance Indicators for SO C2:

Key Performance Indicators (KPIs)	KPI Description	Targets	2024 Target rationale
C2.1 Fill rate of digital literacy programs and sessions offered (%)	Ratio of attendees for in-person and online programs	2023 Q2: 75% 2023 Q4: 75% 2024 Q2: 75% 2024 Q4: 75%	Maintaining 2023 targets in 2024.
C2.2 Customer satisfaction with digital literacy programs (%)	Ratio of respondents who responded that they are very satisfied or somewhat satisfied with in-person and online programs	2023 Q2: 95% 2023 Q4: 95% 2024 Q2: 95% 2024 Q4: 95%	We continue to meet our targets for digital literacy program satisfaction.
C2.3 Digital inclusion initiatives to support equity deserving groups and vulnerable populations	Count of individuals served	2023 Q2: 3,841,200 2023 Q4: 7,682,200 2024 Q2: 4,002,335 2024 Q4: 8,043,450	
C2.4 Branches that have the appropriate technology to deliver digital literacy programs (%)	Ratio of branch locations with partial or full technology to deliver digital literacy programs	2023 Q2: 100% 2023 Q4: 100% 2024 Q2: 100% 2024 Q4: 100%	

Strategic Initiatives for SO C2:

Action Plan Initiative	Action Plan Goal
Digital Literacy Strategy	Develop a digital literacy strategy, roadmap and action plan.
Public Computing Replacement & Realignment	Complete outstanding Youth Hubs and close project
Reserve a Computer Replacement	Complete rollout of new reservation system to remaining branches, provide training to staff on new procedures and close project.

Strategic Objective (SO) C3: Deliver relevant workforce & skills development services

Key Performance Indicators for SO C3:

Key Performance Indicators (KPIs)	KPI Description	Targets	2024 Target rationale
C3.1 Workforce & skills development uses (eLearning databases)	Sum of sessions for BrainFuse, Gale, Mango, and LinkedIn Learning.	2023 Q2: 120,000 2023 Q4: 220,000 2024 Q2: 175,000 2024 Q4: 375,000	Workforce programming focus on a range of diverse resources not just databases, other options for learning and duplication of resources with school boards.
C3.2 Fill rate of learning opportunities offered (%)	Ratio of attendees for in-person and online programs.	2023 Q2: 85% 2023 Q4: 100% 2024 Q2: 85% 2024 Q4: 85%	In-person fill rates are proving to be lower (<65-70%) whereas online program fill rates tend to be higher (93%) but still short of the target. An 85% target balances both based on a target of 75% for in-person digital literacy programs.
C3.3 Customer satisfaction with learning opportunities (%)	Ratio of respondents who responded that they are very satisfied or somewhat satisfied with in-person and online programs.	2023 Q2: 85% 2023 Q4: 100% 2024 Q2: 90% 2024 Q4: 90%	

Strategic Initiatives for SO C3:

Action Plan Initiative	Action Plan Goal
Implement State of Good Repair (SOGR) capital projects	Implement 2024 SOGR capital projects according to multi-year plan, including HVAC, roofing and grounds improvements, to maintain high quality facilities and minimize facility related disruption to operations.
Sustainability Strategy	Implement State of Good Repair (SOGR) capital projects

Strategic Objective (SO) C4: Facilitate access to information, information literacy & civic engagement

Key Performance Indicators for SO C4:

Key Performance Indicators (KPIs)	KPI Description	Targets	2024 Target rationale
C4.1 Electronic resources uses	Total electronic circulation.	2023 Q2: 5,250,000 2023 Q4: 10,500,000 2024 Q2: 6,500,000 2024 Q4: 13,000,000	Return of physical circulation and reflection of post pandemic electronic circulation trend in databases.
C4.2 Fill rate of civic engagement programs offered (%)	Ratio of attendees for in-person and online programs.	2023 Q2: 85% 2023 Q4: 85% 2024 Q2: 85% 2024 Q4: 85%	
C4.3 Customer satisfaction with civic engagement programs (%)	Ratio of respondents who responded that they are very satisfied or somewhat satisfied with in-person and online programs.	2023 Q2: 90% 2023 Q4: 90% 2024 Q2: 90% 2024 Q4: 90%	90% is a high satisfaction rate in relation to the varied programming we deliver. Based on previous results and industry standards, 90% is an excellent benchmark.
C4.4 Physical circulation	Comprises both first-time checkout and renewal transactions.	2023 Q2: 3,500,000 2023 Q4: 7,300,000 2024 Q2: 4,400,000 2024 Q4: 11,500,000	More in branch activities will support greater access to collections in addition to collection promotions.

Strategic Initiatives for SO C4:

Action Plan Initiative	Action Plan Goal
Advocacy framework	Provide a framework that will assist staff and management in making decisions about when and how to recognize, support or advocate for days/months of significance and important community or world events.
Book Sanctuary and Intellectual freedom advocacy initiatives	Resume project, confirm scope and goals for the year. Focus on plans to build out training for all staff.
Fines Elimination	Final report on results of fines elimination.

Strategic Objective (SO) C5: Deliver exceptional customer experiences

Key Performance Indicators for SO C5:

Key Performance Indicators (KPIs)	KPI Description	Targets	2024 Target rationale
C5.1 Customer satisfaction score from Answerline survey (%)	% Respondents who report overall satisfaction on the Answerline customer survey.	2023 Q2: 90% 2023 Q4: 90% 2024 Q2: N/A 2024 Q4: 90%	
C5.2 Customer satisfaction with the helpfulness of library staff (%)	% Respondents who report satisfaction with the helpfulness of library staff on the Customer Satisfaction Survey.	2023 Q2: 90% 2023 Q4: 90% 2024 Q2: N/A 2024 Q4: 89%	The 2024 Year-End (YE) target reflects the target set by the Director, BOCE for the Budget Service Levels document.
C5.3 Customer satisfaction overall (%)	% Respondents who report overall satisfaction with TPL on the Customer Satisfaction Survey.	2023 Q2: 90% 2023 Q4: 90% 2024 Q2: N/A 2024 Q4: 91%	The 2024 YE target reflects the target set by the Director, BOCE for the Budget Service Levels document.

Strategic Initiatives for SO C5:

Action Plan Initiative	Action Plan Goal
Branch experience project	Continue to implement and expand the Branch Experience project to enhance staff capacity and skills, and improve customer experience in branches.
Customer experience strategy	Develop and launch staff toolkit.

Internal Business Processes Perspective

Strategic Objective (SO) B1: Modernize our data & technology infrastructure

Key Performance Indicators for SO B1:

Key Performance Indicators (KPIs)	KPI Description	Targets	2024 Target rationale
B1.1 Data and technology maturity core	Overall score from Gartner's data and technology maturity assessment (1.0 - 5.0 score).	2023 Q2: N/A 2023 Q4: N/A 2024 Q2: N/A 2024 Q4: N/A	
B1.2 Digital strategy initiatives completed within scope and schedule (%)	% of digital strategy initiatives on track to scope, schedule, and budget.	2023 Q2: 70% 2023 Q4: 70% 2024 Q2: 70% 2024 Q4: 70%	

Strategic Initiatives for SO B1:

Action Plan Initiative	Action Plan Goal
Digital Strategy	Deliver the initiatives identified in the 2024 Action Plan.
Initiate development of new Digital Experience Platform (DXP)	Award vendor contract and complete design phase with vendor.

Strategic Objective (SO) B2: Increase service awareness and access

Key Performance Indicators for SO B2:

Key Performance Indicators (KPIs)	KPI Description	Targets	2024 Target rationale
B2.1 Audience and reach activities	Total audience and reach on channels (email marketing, email lifecycle, social media).	2023 Q2: 4,343,030 2023 Q4: 8,686,060 2024 Q2: 3,662,579 2024 Q4: 7,325,158	4% increase overall YOY: Planning to introduce strategies to stop decline on Twitter and Facebook, and leverage growth opportunities on Instagram and LinkedIn. Maintain growth trend on email, as we are including additional customer email tactics in our metrics and expanding our use of the channel to support our marketing and communications strategies.
B2.2 Customer engagement activities	Total customer engagement on channels (email marketing, email	2023 Q2: 1,915,791 2023 Q4: 3,831,583	Overall target increase to 24%, predominately driven by a significant increase in email communications to all customers related to the service restoration. We expect to see an

Key Performance Indicators (KPIs)	KPI Description	Targets	2024 Target rationale
	lifecycle, social media).	2024 Q2: 2,627,309 2024 Q4: 5,254,619	increase in email engagement in the latter part of the year related to the open hours project. Maintain levels of engagement in promotional emails, as well as slight growth on social media channels, with the exception of X/Twitter.
B2.3 New memberships: Digital Access Card	Count of digital access card registrations.	2023 Q2: 10,000 2023 Q4: 15,000 2024 Q2: 5,000 2024 Q4: 15,000	Targets have been lowered from 25,000 to 15,000 as DAC has not been available from January 2024-March 2024. We anticipate this service to be reinstated in April 2024.
B2.4 Enterprise projects completed within scope and schedule (%)	% of enterprise projects on track to scope, schedule, and budget.	2023 Q2: 70% 2023 Q4: 100% 2024 Q2: N/A 2024 Q4: N/A	
B2.5 New memberships: Full service card	Count of full service card registrations.	2023 Q2: 40,000 2023 Q4: 80,000 2024 Q2: 80,000 2024 Q4: 160,000	

Strategic Initiatives for SO B2:

Action Plan Initiative	Action Plan Goal
Develop wayfinding strategy	Procure and onboard a consultant to develop wayfinding strategy for branch signage.
Implement TPL's brand and visual identity	Implement branding program for 2024, for branches to be determined.

Strategic Objective (SO) B3: Minimize service disruption

Key Performance Indicators for SO B3:

B3.1 Availability of key digital systems (%)	Percent of system planned uptime/downtime for key digital systems (i.e. Network, Email, tpl.ca, ILS and HCM Availability).	2023 Q2: 97% 2023 Q4: 97% 2024 Q2: 97% 2024 Q4: 97%	
B3.2 Response time next-day compliance for security investigations (%)	Percentage of escalated security problems responded to within the next working day.	2023 Q2: 95% 2023 Q4: 95% 2024 Q2: 95% 2024 Q4: 95%	

Strategic Initiatives for SO B3:

Action Plan Initiative	Action Plan Goal
Implement State of Good Repair (SOGR) capital projects	Implement 2024 SOGR capital projects according to multi-year plan, including HVAC, roofing and grounds improvements, to maintain high quality facilities and minimize facility related disruption to operations.
Network stabilization	Network stabilization and improvements planned to continue in 2024 with objective of achieving harmonization of service architecture across all locations.
Public and staff printing replacement	Replace print management system and physical printing devices for both staff and the public.

Strategic Objective (SO) B4: Minimize service disruptions

Key Performance Indicators for SO B4:

Key Performance Indicators (KPIs)	KPI Description	Targets	2024 Target rationale
B4.1 Library Board effectiveness self-evaluation score (%)	Percentage of Board Members responding "strongly agree" or "agree" to the question "The Board is effective and performs well" in the Board Self-Evaluation survey.	2023 Q2: N/A 2023 Q4: 100% 2024 Q2: N/A 2024 Q4: 100%	Target should remain at 100%.
B4.2 Number of automated business intelligence products to support informed decision making	Count of automated reports operationalized.	2023 Q2: 2 2023 Q4: 4 2024 Q2: 1 2024 Q4: 2	This target has been reduced under the expectation that the impact of the cybersecurity incident will extend into 2024, that automation may not always be feasible or the best fit for upcoming reporting requests, and that the timelines required for completing automations can be difficult to predict based on business requirements and data dependencies.

Strategic Initiatives for SO B4:

Action Plan Initiative	Action Plan Goal
Evaluation framework implementation	Continue to strengthen implementation of TPL's evaluation framework to measure outcomes of programs and service.
Measuring social impact	Public launch of Social impact study and communication of results to inform advocacy efforts.

Learning and Growth Perspective

Strategic Objective (SO) L1: Foster a high-performance work culture by investing in our staff

Key Performance Indicators for SO L1:

Key Performance Indicators (KPIs)	KPI Description	Targets	2024 Target rationale
L1.11 Participation for all-staff engagement initiatives	Live attendance (in person/online) and views of recordings for staff engagement initiatives including staff town halls and divisional ask me anythings.	2023 Q2: 1,736 2023 Q4: 3,472 2024 Q2: 2,300 2024 Q4: 3,472	5% increase from 2022. As we improve our town halls based on planned staff feedback, we expect increased participation.
L1.12 Satisfaction for all-staff engagement initiatives (%)	An average score of the % respondents who "strongly agree" and "agree" for 8 specific statements asked in the town hall survey.	2023 Q2: 71% 2023 Q4: 75% 2024 Q2: 74% 2024 Q4: 74%	5% increase from 2022. As we improve our town halls based on planned staff feedback, we expect increased satisfaction.
L1.2 Action plans that enable a high performance work culture completed within scope and schedule (%)	Action plans include: 1. Develop the employee experience plan. 2. Develop and implement action plans to address key issues identified in the 2022 TPL staff survey.	2023 Q2: 25% 2023 Q4: 75% 2024 Q2: 70% 2024 Q4: 80%	
L1.31 Participation for staff development and training	Average number of unique staff members who complete at least one learning object per month.	2023 Q2: N/A 2023 Q4: 1,100 2024 Q2: 1,050 2024 Q4: 1,100	
L1.32 Staff satisfaction with Development and Training (%)	% of Staff response to: "I am satisfied with the range of learning opportunities available to me" from the Staff Training Survey.	2023 Q2: 60% 2023 Q4: 60% 2024 Q2: 60% 2024 Q4: 60%	
L1.4 Staff who report learning is prioritized as part of their daily work (%)	From bi-annual learning and development survey administered to staff at all levels.	2023 Q2: 50% 2023 Q4: 50% 2024 Q2: N/A 2024 Q4: N/A	

Strategic Initiatives for SO L1:

Action Plan Initiative	Action Plan Goal
Applicant Tracking System	Deliver implementation of new Applicant Tracking System and close project.
Employee Experience Strategy	Defer and consider as part of strategic plan development.
Employee wellness and mental health strategy	Implement employee mental health and well-being action plan, including roll-out of Workplace Psychological Health and Safety Policy, staff survey and enhanced EAP support services.
HR Modernization Assessment and Action Plan	Utilize MS-Teams, Smartsheet and other applications to automate HR processes.
Staff collaboration solutions	Resume project and develop and implement plan. Explore synergies that could be utilized with Staff Computing project.
Staff computing standardization and replacement	Set up contract with vendor, procure, plan and implement rollout of new hardware to staff.
Workplace re-entry and hybrid work plan	Advance re-entry project progress on remaining spaces and move staff in.

Strategic Objective (SO) L2: Increase TPL Staff Digital Literacy

Key Performance Indicators for SO L2:

Key Performance Indicators (KPIs)	KPI Description	Targets	2024 Target rationale
L2.1 Staff completion for assigned digital literacy related courses (%)	Staff completion rate for assigned digital literacy related courses in the calendar year.	2023 Q2: 60% 2023 Q4: 60% 2024 Q2: 65% 2024 Q4: 70%	
L2.2 Staff satisfaction with digital literacy training provided (%)	% Respondents who agree or strongly agree with the question asked on learn:tpl "How satisfied are you with the course content?"	2023 Q2: 80% 2023 Q4: 80% 2024 Q2: 80% 2024 Q4: 80%	

Strategic Initiatives for SO L2:

Action Plan Initiative	Action Plan Goal
Enhance TPL Staff Digital Literacy	Continuing to support improvement of staff digital literacy with targeted service point engagements and system wide support for adoption of improved enterprise collaboration tools.

Strategic Objective (SO) L3: Foster a workforce that reflects and responds to our diverse society

Key Performance Indicators for SO L3:

Key Performance Indicators (KPIs)	KPI Description	Targets	2024 Target rationale
L3.1 Staff completion for assigned Equity, diversity & inclusion related courses (%)	% Staff completing mandatory courses related to Equity, Diversity & Inclusion.	2023 Q2: 40% 2023 Q4: 60% 2024 Q2: 70% 2024 Q4: 79%	<ul style="list-style-type: none"> Targets calculated using workforce size mid year at 2395 and end of year at 2400. Open hours increasing staff numbers might skew our targets. The targets are based on full sessions of what's currently planned or offered.
L3.2 Equity and inclusion action plans completed within scope and schedule	% action plans completed within scope and schedule for the Equity and Inclusion strategy.	2023 Q2: 30% 2023 Q4: 75% 2024 Q2: 40% 2024 Q4: 75%	The 2024 Workforce Equity and Inclusion action plan continues to build on past action plans with new and ongoing initiatives.

Strategic Initiatives for SO L3:

Action Plan Initiative	Action Plan Goal
Workplace equity and inclusion action plan	Conduct focus groups with equity-deserving staff groups and roll-out Anti-harassment and human rights training.

Financial Stewardship Perspective

Strategic Objective (SO) F1: Protect TPL's fiscal reputation with our stakeholders

Key Performance Indicators for SO F1:

Key Performance Indicators (KPIs)	KPI Description	Targets	2024 Target rationale
F1.1 Operating budget (%)	Spend rate: actual operating spending / final approved budget.	2023 Q2: N/A 2023 Q4: <=100% 2024 Q2: <=100% 2024 Q4: <=100%	TPL's Council-approved 2024 operating budget will enable TPL to maintain existing service levels and manage adjustments to services in response to changing conditions and disruptions. The budget allows for investments in additional digital and community-based services that support vulnerable populations and responds to several key issues and challenges the Library is facing including high inflation, safety and

Key Performance Indicators (KPIs)	KPI Description	Targets	2024 Target rationale
			security issues, supply chain disruptions and the 2023 structural budget deficit.
F1.2 Capital budget: annual spend rate (%)	Annual Spend Rate: actual capital spending / (approved budget – annual average).	2023 Q2: N/A 2023 Q4: >=80% 2024 Q2: >=80% 2024 Q4: >=80%	The 2024 capital budget was reduced significantly to reflect capacity to spend. The spend rate in 2024 should be greater than or equal to 80%.
F1.3 Capital budget: five-year average spend rate (%)	Five-year average spend rate: actual capital spending / (approved budget – five-year average).	2023 Q2: N/A 2023 Q4: >=80% 2024 Q2: >=80% 2024 Q4: >=80%	The spend rates in the last four years have been abnormally low mainly due to COVID and delays in City approvals. As a result, it will be a challenge to achieve an 80% 5-year average spend rate but will keep target at that level to track progress back up to reaching that goal.

Strategic Initiatives for SO F1:

Action Plan Initiative	Action Plan Goal
Develop operating and capital budget	Develop a 2024 operating budget, including enhancements, which is strategically positioned to support TPL and City Council priorities. Develop a 2024-2034 10-year capital budget which will support TPL and City Council priorities, improve service, and address SOGR and AODA needs.
Effectively manage TPL's budget	Operationalize the 2024 operating budget, including implementation of budget enhancements. Regular monitoring of the status of active capital projects and make budget adjustments, as allowed by City policies, which advance the capital program. Deliver on the capital program by achieving a high level of budget spending