



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 & Action Plan Results

tpl: 2023 Enterprise Balanced Scorecard: Strategy Map & KPIs

customer/ stakeholders

C1. provide quality, accessible & inclusive public spaces	C2. increase access to technology & digital literacy	C3. deliver relevant workforce & skills development services	C4. facilitate access to information, information literacy & civic engagement	C5. deliver exceptional customer experiences
KPIs <ul style="list-style-type: none"> • Online visits • Initiatives to support equity-deserving groups and vulnerable populations • In-Branch Visits 	KPIs <ul style="list-style-type: none"> • Fill rate of digital literacy programs and sessions offered • Customer satisfaction with digital literacy programs • Digital inclusion initiatives to support equity-seeking groups and vulnerable populations • Branches that have the appropriate technology to deliver digital literacy programs 	KPIs <ul style="list-style-type: none"> • Workforce & skills development uses (eLearning databases) • Fill rate of learning opportunities offered • Customer satisfaction with learning opportunities 	KPIs <ul style="list-style-type: none"> • Electronic resources uses • Fill rate of civic engagement programs offered • Customer satisfaction with civic engagement programs • Physical circulation 	KPIs <ul style="list-style-type: none"> • Customer satisfaction score from Answerline survey • Customer satisfaction with the helpfulness of library staff • Customer satisfaction overall

internal business processes

B1. modernize our data & technology infrastructure	B2. increase service awareness and access	B3. minimize service disruptions	B4. make informed decisions through enhanced governance and accountability
KPIs <ul style="list-style-type: none"> • Data and technology maturity score • Digital strategy initiatives completed within scope and schedule 	KPIs <ul style="list-style-type: none"> • Audience and reach activities • Customer engagement activities • New memberships (Digital Access Cards) • Enterprise projects completed within scope and schedule • New Memberships (Full Service Card) 	KPIs <ul style="list-style-type: none"> • Availability of key digital systems • Response time next-day compliance for security investigations 	KPIs <ul style="list-style-type: none"> • Availability of key digital systems • Response time next-day compliance for security investigations

learning & growth

L1. foster a high-performance work culture by investing in our staff	L2. increase TPL Staff Digital Literacy	L3. foster a workforce that reflects & responds to our diverse society
KPIs <ul style="list-style-type: none"> • All-staff engagement initiatives (participation and satisfaction) • Action plans that enable a high performance work culture completed within scope and schedule • Staff development and training (participation and satisfaction) • Staff who report learning is prioritized and part of their daily work and schedule 	KPIs <ul style="list-style-type: none"> • Staff completion for assigned digital literacy related courses • Staff satisfaction with digital literacy provided 	KPIs <ul style="list-style-type: none"> • Staff completion for assigned equity, diversity & inclusion related courses • Equity and inclusion action plans completed within scope and schedule

financial stewardship

F1. protect TPL's fiscal reputation with our stakeholders
KPIs <ul style="list-style-type: none"> • Operating budget • Capital budget annual spend rate • Capital budget five-year average spend rate

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.
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.
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.
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.

tpl: 2023 Year- End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2023	Target Value 2023	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
C1 Provide quality, accessible & inclusive public spaces	On Track	C1.1 Online visits	33,512,277	31,796,963	31.92M	33.27M	31.80M	33.51M		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
		C1.2 Initiatives to support equity-deserving groups and vulnerable populations (%)	100%	100%			100%	100%		
		C1.3 In-Branch visits (New for 2023)	12,507,823	13,000,000				12.51M		

Strategic Objective	Strategic Initiatives	
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C1 Provide quality, accessible & inclusive public spaces

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 response.
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.

tpl: 2023 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2023	Target Value 2023	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results	
C2 Increase access to technology & digital literacy	On Track	C2.1 Fill rate of digital literacy programs and sessions offered (%)	73%	75%	100%		75%		73%	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.	
		C2.2 Customer satisfaction with digital literacy programs (%)	97.3%	95.0%	97%		96%		97%		
		C2.3 Digital inclusion initiatives to support equity-deserving groups and vulnerable populations	7,946,879	7,682,200	2.7M		3.5M		6.4M		7.9M
		C2.4 Branches that have the appropriate technology to deliver digital literacy programs (%)	100%	100%	54%		70%		100%		

Strategic Objective	Strategic Initiatives
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C2 Increase access to technology & digital literacy

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.

tpl: 2023 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2023	Target Value 2023	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
C3 Deliver relevant workforce & skills development services	On Track	C3.1 Workforce & skills development uses (eLearning databases)	374,801	220,000	461K	606K	424K	375K		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.
		C3.2 Fill rate of learning opportunities offered (%)	86.6%	85.0%	99%		75%	87%		
		C3.3 Customer satisfaction with learning opportunities (%)	78.5%	95.0%	96%		84%	78%		

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.

tpl: 2023 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2023	Target Value 2023	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
C4 Facilitate access to information, information literacy & civic engagement	On Track	C4.1 Electronic resources uses	12,313,520	10,500,000	10.5M	11.1M	10.8M			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.
		C4.2 Fill rate of civic engagement programs offered (%)	91%	85%	100%		93%	91%		
		C4.3 Customer satisfaction with civic engagement programs (%)	92%	90%	93%		97%	92%		
		C4.4 Physical circulation (New for 2023)	12,679,465	7,300,000				12.7M		

Strategic Objective	Strategic Initiatives
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C4 Facilitate access to information, information literacy & civic engagement

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 Intellectual Freedom initiatives including a new integrated advocacy and programming initiative 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

tpl: 2023 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2023	Target Value 2023	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
C5 Deliver exceptional customer experiences	Near Track	C5.1 Customer satisfaction score from Answerline survey (%)	89%	90%	87%	89%	90%	89%		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.
		C5.2 Customer satisfaction with the helpfulness of library staff (%)	89%	90%			89%	89%		
		C5.3 Customer satisfaction overall (%)	91%	90%			91%	91%		

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	Some priority elements included in new Digital Experience Platform project

tpl: 2023 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2023	Target Value 2023	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
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B1 Modernize our data & technology infrastructure

Near Track

B1.1 Data and technology maturity score

2.5

N/A



B1.2 Digital strategy initiatives completed within scope and schedule (%)

70%

greater than 70%



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.

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

tpl: 2023 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2023	Target Value 2023	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
B2 Increase service awareness and access	On Track	B2.1 Audience and reach activities	7,052,909	8,686,060	13.58M	12.26M	8.26M	7.05M		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.
		B2.2 Customer engagement activities	4,238,721	3,831,583	4.04M	3.65M	3.58M	4.24M		
		B2.3 New memberships: Digital Access Card	26,055	15,000	6,511	44,259	28,217	26,055		
		B2.4 Enterprise projects completed within scope and schedule (%)	50%	70%			80%	50%		
		B2.5 New memberships: Full Service Card	225,836	80,000				225,836		

Strategic Objective	Strategic Initiatives	
B2 Increase service awareness and access	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 or in full). DIH branding framework completed with retrofit plan and timeline established.
	Welcome Back campaign	Completed campaign

tpl: 2023 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2023	Target Value 2023	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
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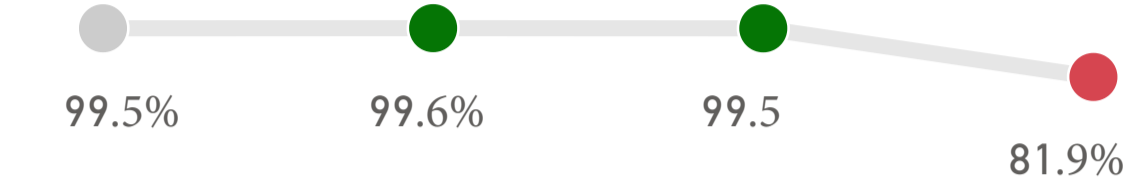
B3 Minimize service disruptions

Near Track

B3.1 Availability of key digital systems (%)

81.9%

97.0%

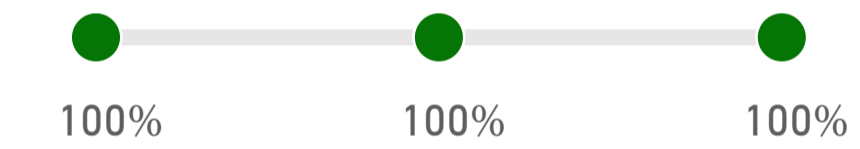


Availability was trending well during 2023 prior to the cyber security incident October 28th, 2023. From this date for the remainder of the year many enterprise services were rendered unavailable until service recovery in 2024.

B3.2 Response time next-day compliance for security investigations (%)

100%

95%



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

tpl: 2023 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2023	Target Value 2023	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
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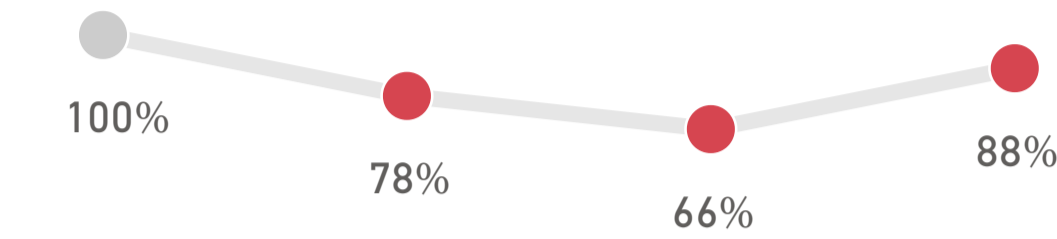
B4 Make informed decisions through enhanced governance and accountability

Near Track

B4.1 Library Board effectiveness self-evaluation score (%)

88%

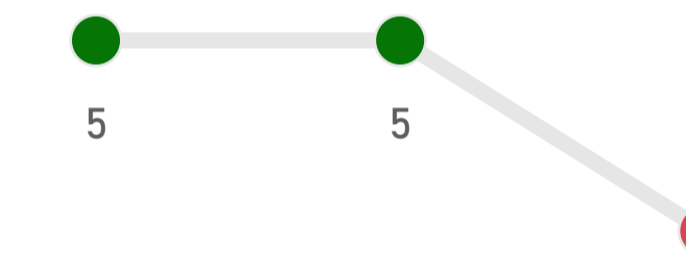
100%



B4.2 Number of automated business intelligence products to support informed decision making

2

4



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.

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

tpl: 2023 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2023	Target Value 2023	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
L1 Foster a high-performance work culture by investing in our staff	Near Track	L1.11 Participation for all-staff engagement initiatives	2,852	3,472	2,047	4,823	3,307	2,852		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.
		L1.12 Satisfaction for all-staff engagement initiatives (%)	68%	75%	61%	71%	71%	68%		
		L1.2 Action plans that enable a high performance work culture completed within scope and schedule (%)	80%	75%		50%	60%	80%		
		L1.31 Participation for staff development and training)	1,035	1,100	1,171	1,033	1,035			
		L1.32 Staff satisfaction with Development and Training (%)	54%	60%	54%	54%	54%			
		L1.4 Staff who report learning is prioritized as a part of their daily work (%)	48%	50%	48%	48%				

Strategic Objective	Strategic Initiatives
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L1 Foster a high-performance work culture by investing in our staff

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. Recruited and onboarded staff for new library safety positions. Launched Social Services Team in partnership with Gerstein Crisis Centre.
Staff collaboration solutions	Due to cyber security incident, these activities were placed on hold
Workplace re-entry and hybrid work plan	Completed re-entry plan for four teams. Finished new designs for remaining teams.

tpl: 2023 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2023	Target Value 2023	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
L2 Increase TPL Staff Digital Literacy	On Track	L2.1 Staff completion for assigned digital literacy related courses (%)	62%	60%	53%			62%		Staff completion rates and feedback continue to meet target
		L2.2 Staff satisfaction with digital literacy training provided (%)	93%	80%	79%	73%	88%	93%		
		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.							

tpl: 2023 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2023	Target Value 2023	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
L3 Foster a workforce that reflects and responds to our diverse society	Near Track	L3.1 Staff completion for assigned Equity, diversity & inclusion related courses (%)	60%	60%			34%	60%		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.
		L3.2 Equity and inclusion action plans completed within scope and schedule (%)	70%	75%		55%	60%	70%		
		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.							

tpl: 2023 Year-End Enterprise Balanced Scorecard

● No Target ● Meets Target ● Behind Target

Strategic Objective	Strategic Objective Status	Key Performance Indicator	Actual Value 2023	Target Value 2023	Q4 '20	Q4 '21	Q4 '22	Q4 '23	Q4 '24	Overview of Results
F1 Protect TPL's fiscal reputation with our stakeholders	Near Track	F1.1 Operating budget (%)	103%	less than or equal to 100% spend rate	99.5%	97.5%	100%	103%		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.
		F1.2 Capital budget: annual spend rate (%)	72.4%	greater than or equal to 80% spend rate	76.5%	68.5%	73.4%	72.4%		
		F1.3 Capital budget: five-year average spend rate (%)	76.4%	greater than or equal to 80% spend rate	83.0%	78.0%	77.5%	76.4%		

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

tpl: 2024 Enterprise Balanced Scorecard

Strategic Objective	Sponsor	KPI ▲	KPI description	'23 Target Q2	'23 Target Q4	'24 Target Q2	'24 Target Q4	2024 Target rationale
C1 Provide quality, accessible & inclusive public spaces	Linda Hazzan	C1.1 Online visits	Sum of sessions for select web databases, visits for websites/blogs, and sessions for e-learning resources in the calendar year.	15,898,481	31,796,963	15,538,045	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.
	Pam Ryan (designate) / Moe Hosseini-Ara	C1.2 Initiatives to support equity-deserving groups and vulnerable populations (%)	% of initiatives completed to support equity deserving and vulnerable populations in the calendar year.		100%	50%	100%	<ul style="list-style-type: none"> - Presto - Socks - Adult Literacy - Storybook Parents - Period Equity Rollout - The Personal Care Bank Pilot Extension - Social Services Team Pilot
	Moe Hosseini-Ara	C1.3 In-Branch visits (New for 2023)	Sum of adults and children that are counted by the people counter sensors at the entrances of TPL's branches.	6,000,000	13,000,000	6,062,387	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 Objective	Action Plan Initiative	Action Plan Goal
C1 Provide quality, accessible & inclusive public spaces	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.
	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.

tpl: 2024 Enterprise Balanced Scorecard

Strategic Objective	Sponsor	KPI	KPI description	'23 Target Q2	'23 Target Q4	'24 Target Q2	'24 Target Q4	2024 Target rationale
C2 Increase access to technology & digital literacy	Pam Ryan	C2.1 Fill rate of digital literacy programs and sessions offered (%)	Ratio of attendee for in-person and online programs	75%	75%	75%	75%	Maintaining 2023 targets in 2024
	Pam Ryan	C2.2 Customer satisfaction with digital literacy programs (%)	Ratio of respondents who responded that they are very satisfied or somewhat satisfied with in-person and online programs	95%	95%	95%	95%	We continue to meet our targets for digital literacy program satisfaction.
	Moe Hosseini-Ara (designate) / Pam Ryan	C2.3 Digital inclusion initiatives to support equity-deserving groups and vulnerable populations	Count of individuals served	3,841,200	7,682,200	4,002,335	8,043,450	
	Pam Ryan	C2.4 Branches that have the appropriate technology to deliver digital literacy programs (%)	Ratio of branch locations with partial or full technology to deliver digital literacy programs	100%	100%	100%	100%	

Strategic Objective	Action Plan Initiative	Action Plan Goal
C2 Increase access to technology & digital literacy	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.

tpl: 2024 Enterprise Balanced Scorecard

Strategic Objective	Sponsor	KPI ▲	KPI description	'23 Target Q2	'23 Target Q4	'24 Target Q2	'24 Target Q4	2023 Target rationale
C3 Deliver relevant workforce & skills development services	Lisa Radha Vohra	C3.1 Workforce & skills development uses (eLearning databases)	Sum of sessions for BrainFuse, Gale, Mango, and LinkedIn Learning	120,000	220,000	175,000	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.
	Pam Ryan	C3.2 Fill rate of learning opportunities offered (%)	Ratio of attendees for in-person and online programs	85%	100%	85%	85%	In-person fill rates are proving to be lower (<65-70%) whereas online program fill rates tend to be higher (93%) but still short of the target. An 85% target balances both based on a target of 75% for in-person digital literacy programs.
	Pam Ryan	C3.3 Customer satisfaction with learning opportunities (%)	Ratio of respondents who responded that they are very satisfied or somewhat satisfied with in-person and online programs	95%	100%	90%	90%	

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	Complete TPL environmental sustainability strategy as part of the development of the next TPL strategic plan.

tpl: 2024 Enterprise Balanced Scorecard

Strategic Objective	Sponsor	KPI	KPI description	'23 Target Q2	'23 Target Q4	'24 Target Q2	'24 Target Q4	2023 Target rationale
C4 Facilitate access to information, information literacy & civic engagement	Lisa Radha Vohra	C4.1 Electronic resources uses	Total electronic circulation	5,250,000	10,500,000	6,500,000	13,000,000	Return of physical circulation and reflection of post pandemic electronic circulation trend in databases.
	Lisa Radha Vohra	C4.4 Physical circulation	Comprises both first-time checkout and renewal transactions.	3,500,000	7,300,000	4,400,000	11,500,000	More in branch activities will support greater access to collections in addition to collection promotions.
	Pam Ryan	C4.2 Fill rate of civic engagement programs offered (%)	Ratio of attendees for in-person and online programs	85%	85%	85%	85%	
	Pam Ryan	C4.3 Customer satisfaction with civic engagement programs (%)	Ratio of respondents who responded that they are very satisfied or somewhat satisfied with in-person and online programs	90%	90%	90%	90%	90% is a high satisfaction rate in relation to the varied programming we deliver. Based on previous results and industry standards, 90% is an excellent benchmark.

Strategic Objective	Action Plan Initiative	Action Plan Goal
C4 Facilitate access to information, information literacy & civic engagement	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.

tpl: 2024 Enterprise Balanced Scorecard

Strategic Objective	Sponsor	KPI ▲	KPI description	'23 Target Q2	'23 Target Q4	'24 Target Q2	'24 Target Q4	2024 Target rationale
C5 Deliver exceptional customer experiences	Moe Hosseini-Ara	C5.1 Customer satisfaction score from Answerline survey (%)	% Respondents who report overall satisfaction on the Answerline customer survey	90%	90%		90%	
	Moe Hosseini-Ara	C5.2 Customer satisfaction with the helpfulness of library staff (%)	% Respondents who report satisfaction with the helpfulness of library staff on the Customer Satisfaction Survey	90%	90%		89%	The 2024 YE target reflects the target set by the Director, BOCE for the Budget Service Levels document.
	Moe Hosseini-Ara	C5.3 Customer satisfaction overall (%)	% Respondents who report overall satisfaction with TPL on the Customer Satisfaction Survey	90%	90%		91%	The 2024 YE target reflects the target set by the Director, BOCE for the Budget Service Levels document.

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.

tpl: 2024 Enterprise Balanced Scorecard

Strategic Objective	Sponsor	KPI	KPI description	'23 Target Q2	'23 Target Q4	'24 Target Q2	'24 Target Q4	2024 Target rationale
B1 Modernize our data & technology infrastructure	Steve Till-Rogers	B1.1 Data and technology maturity score	Overall score from Gartner's data and technology maturity assessment (1.0 - 5.0 score)	n/a	n/a	n/a	n/a	
	Steve Till-Rogers	B1.2 Digital strategy initiatives completed within scope and schedule (%)	% of digital strategy initiatives on track to scope, schedule, and budget	70%	70%	70%	70%	

Action Plan Initiative	Action Plan Goal
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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.

tpl: 2024 Enterprise Balanced Scorecard

Strategic Objective	Sponsor	KPI ▲	KPI description	'23 Target Q2	'23 Target Q4	'24 Target Q2	'24 Target Q4	2024 Target rationale
B2 Increase service awareness and access	Linda Hazzan	B2.1 Audience and reach activities	Total audience and reach on channels (email marketing, email lifecycle, social media)	4,343,030	8,686,060	3,662,579	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.
	Linda Hazzan	B2.2 Customer engagement activities	Total customer engagement on channels (email marketing, email lifecycle, social media)	1,915,791	3,831,583	2,627,309	5,254,619	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 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.

tpl: 2023 Enterprise Balanced Scorecard

Strategic Objective	Sponsor	KPI ▲	KPI description	'23 Target Q2	'23 Target Q4	'24 Target Q2	'24 Target Q4	2024 Target rationale
B2 Increase service awareness and access	Lisa Radha Vohra	B2.3 New memberships: Digital Access Card	Count of digital access card registrations	10,000	15,000	5,000	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.
	Alyssa Van Graft	B2.4 Enterprise projects completed within scope and schedule (%)	% of enterprise projects on track to scope, schedule, and budget	70%	100%			
	Lisa Radha Vohra	B2.5 New memberships: Full Service Card	Count of full service card registrations	40,000	80,000	80,000	160,000	

Strategic Objective	Action Plan Initiative	Action Plan Goal
B2 Increase service awareness and access	Develop wayfinding strategy	Procure and onboard a consultant to develop a system-wide wayfinding strategy for TPL branches
	Implement TPL's brand and visual identity	Implement branding program for 2024, for branches to be determined.
	Partnership Strategy	Develop and implement a partnership strategy, roadmap, and action plan

tpl: 2024 Enterprise Balanced Scorecard

Strategic Objective	Sponsor	KPI	KPI description	'23 Target Q2	'23 Target Q4	'24 Target Q2	'24 Target Q4	2024 Target rationale
B3 Minimize service disruptions	Steve Till-Rogers	B3.1 Availability of key digital systems (%)	Percent of system planned uptime/downtime for key digital systems (i.e. Network, Email, tpl.ca, ILS and HCM Availability)	97%	97%	97%	97%	
	Steve Till-Rogers	B3.2 Response time next-day compliance for security investigations (%)	Percentage of escalated security problems responded to within the next working day	95%	95%	95%	95%	

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.

tpl: 2024 Enterprise Balanced Scorecard

Strategic Objective	Sponsor	KPI	KPI description	'23 Target Q2	'23 Target Q4	'24 Target Q2	'24 Target Q4	2024 Target rationale
B4 Make informed decisions through enhanced governance and accountability	Shawn Mitchell	B4.1 Library Board effectiveness self-evaluation score (%)	Percentage of Board Members responding "strongly agree" or "agree" to the question "The Board is effective and performs well" in the Board Self-Evaluation survey		100%		100%	Target should remain at 100%
	Shawn Mitchell	B4.2 Number of automated business intelligence products to support informed decision making	Count of automated reports operationalized	2.00	4.00	1.00	2.00	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.

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

tpl: 2024 Enterprise Balanced Scorecard

Strategic Objective	Sponsor	KPI [▲]	KPI description	'23 Target Q2	'23 Target Q4	'24 Target Q2	'24 Target Q4	2023 Target rationale
L1. Foster a high-performance work culture by investing in our staff	Linda Hazzan	L1.11 Participation for all-staff engagement initiatives	Live attendance (in-person/online) and views of recordings for staff engagement initiatives including staff town halls and divisional ask me anythings.	1,736	3,472	2,300	3,472	5% increase from 2022. As we improve our town halls based on planned staff feedback, we expect increased participation.
	Linda Hazzan	L1.12 Satisfaction for all-staff engagement initiatives (%)	An average score of the % respondents who "strongly agree" and "agree" for 8 specific statements asked in the town hall survey.	71%	75%	74%	74%	5% increase from 2022. As we improve our town halls based on planned staff feedback, we expect increased satisfaction.
	Brian Daly	L1.2 Action plans that enable a high performance work culture completed within scope and schedule (%)	Action plans include: 1. Develop the employee experience plan 2. Develop and implement action plans to address key issues identified in the 2022 TPL staff survey	25%	75%	70%	80%	
	Brian Daly	L1.31 Participation for staff development and training)	Average number of unique staff members who complete at least one learning object per month.		1,100	1,050	1,100	
	Brian Daly	L1.32 Staff satisfaction with Development and Training (%)	% of Staff response to: "I am satisfied with the range of learning opportunities available to me" from the Staff Training Survey.	60%	60%			
	Brian Daly	L1.4 Staff who report learning is prioritized as a part of their daily work (%)	From bi-annual learning and development survey administered to staff at all levels	50%	50%			

Strategic Objective	Action Plan Initiative	Action Plan Goal
L1. Foster a high-performance work culture by investing in our staff	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	Sponsor	KPI	KPI description	'23 Target Q2	'23 Target Q4	'24 Target Q2	'24 Target Q4	2024 Target rationale
L2 Increase TPL Staff Digital Literacy	Brian Daly	L2.1 Staff completion for assigned digital literacy related courses	Staff completion rate for assigned digital literacy related courses in the calendar year	60%	60%	65%	70%	
	Brian Daly	L2.2 Staff satisfaction with digital literacy training provided (%)	% Respondents who agree or strongly agree with the question asked on learn:tpl "How satisfied are you with the course content?"	80%	80%	80%	80%	

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	Sponsor	KPI	KPI description	'23 Target Q2	'23 Target Q4	'24 Target Q2	'24 Target Q4	2024 Target rationale
L3 Foster a workforce that reflects and responds to our diverse society	Brian Daly	L3.1 Staff completion for assigned Equity, diversity & inclusion related courses (%)	% Staff completing mandatory courses related to Equity, Diversity & Inclusion.	40%	60%	70%	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.
	Brian Daly	L3.2 Equity and inclusion action plans completed within scope and schedule (%)	% action plans completed within scope and schedule for the Equity and Inclusion strategy	30%	75%	40%	75%	The 2024 Workforce Equity and Inclusion action plan continues to build on past action plans with new and ongoing initiatives.

Action Plan Initiative	Action Plan Goal
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Workplace equity and inclusion action plan

Conduct focus groups with equity-deserving staff groups and roll-out Anti-harassment and human rights training

tpl: 2024 Enterprise Balanced Scorecard

Strategic Objective	Sponsor	KPI	KPI description	'23 Target Q2 ▲	'23 Target Q4	'24 Target Q2	'24 Target Q4	2024 Target rationale
F1 Protect TPL's fiscal reputation with our stakeholders	Howard Balter	F1.1 Operating budget (%)	Spend rate: actual operating spending / final approved budget	n/a	<=100%	<= 100%	<= 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 security issues, supply chain disruptions and the 2023 structural budget deficit.
	Howard Balter	F1.2 Capital budget: annual spend rate (%)	Annual Spend Rate: actual capital spending / (approved budget - annual average)	n/a	>=80%	>=80%	>=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%.
	Howard Balter	F1.3 Capital budget: five-year average spend rate (%)	Five-year average spend rate: actual capital spending / (approved budget - five-year average)	n/a	>=80%	>=80%	>=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 Objective	Action Plan Initiative	Action Plan Goal
	Develop operating and capital budget	<p>Develop a 2024 operating budget, including enhancements, which is strategically positioned to support TPL and City Council priorities.</p> <p>Develop a 2024-2034 10-year capital budget which will support TPL and City Council priorities, improve service, and address SOGR and AODA needs.</p>
Effectively manage TPL's budget		<p>Operationalize the 2024 operating budget, including implementation of budget enhancements.</p> <p>Regular monitoring of the status of active capital projects and make budget adjustments, as allowed by City policies, which advance the capital program.</p> <p>Deliver on the capital program by achieving a high level of budget spending.</p>