



**STAFF REPORT
INFORMATION ONLY**

Strategic Plan Execution Roadmap and 2022 Action Plan

Date:	April 25, 2022
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to provide the results of Toronto Public Library's (TPL's) 2021 Action Plan, and present TPL's 2022 Action Plan.

TPL's strategic plan execution roadmap and action plan provides all stakeholders, including the Board and TPL staff, a shared way to understand the organization's plans and to monitor its progress.

The strategic plan execution roadmap moves the Library forward on almost all of the plan's strategic priorities and enablers from the beginning, with the first two years of the roadmap balancing the need to build foundations – such as a customer experience strategy – with the delivery of immediate needs such as a new incident management system and processes. Years three and four are directional at this time and will be defined in detailed action plans as part of TPL's annual business planning.

Responding to COVID-19 continued to take priority in 2021, and impacted the advancement of some initiatives in the action plan for the past year. Despite that, TPL was able to accomplish a lot and stay largely on track for the execution of the four year strategic plan.

FINANCIAL IMPACT

The strategic plan, including the 2022 Action Plan, is funded by TPL's operating and capital budgets. Future actions that may be identified for implementation in future years to support the strategic plan will be included in budget submissions for those years.

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

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.

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2020/feb24/14-2020-2024-strat-plan-strategy-map-and-balanced-scorecard-combined-revised.pdf>

At its June 22, 2020 meeting, the Library Board received a report for information which provided an overview of the findings from staff's COVID-19 impact analysis on the plan's five priorities and enablers. <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2020/jun22/20-strategic-plan-2020-2024-covid19-comms-plan-update-combined.pdf>

At its January 25, 2021 meeting, the Library Board received a report for information which provided an overview of the 2020-2024 strategic plan's execution roadmap and 2021 action plan. <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2021/jan25/20-strategic-plan-execution-roadmap-and-2021-action-plan-combined.pdf>

BACKGROUND

TPL's 2020-2024 Strategic Plan "TPL: Vital to Toronto" was completed in 2019. With this clear understanding of where TPL is headed, staff worked in 2020 to define a plan for *how* to get there, year by year; a strategic plan execution roadmap and yearly action plans.

Throughout 2020 and 2021 this plan was re-visited as the impact of COVID-19 continued to require re-prioritization of work.

COMMENTS

TPL's strategic plan execution roadmap moves forward on almost all of the plan's strategic priorities and enablers from the beginning:

- 2020 was primarily focused on planning, prioritization and implementing critical projects. COVID-19 resulted in a delay in strategic execution but enabled thought about what work will be needed to achieve the strategic plan;

- 2021 was balanced between thinking and planning work (developing specific strategies, taking inventories, and mapping out multi-year programs and their activities), and completing strategically important and immediately-needed projects. COVID-19 continued to result in a delay in strategic execution but enabled thought about how best to monitor organizational capacity, strategic importance, and urgency; and
- 2022-2024 priorities build on the direction and foundations set in the first two years. Specific initiatives for these years will be determined by the planning work done in-year.

2021 Results

TPL needed to reallocate resources and readjust priorities multiple times during 2021 to respond to COVID-19. Despite that, of the 32 initiatives planned for the year, 14 initiatives were completed and nine were advanced. In addition, the pandemic response resulted in the addition and completion of two new initiatives during the year.

Initiative	Update
Pandemic Response and Recovery	Progressed, to continue in 2022.
Strategic Priority 1: Opening up our public spaces	
Build and begin executing a multi-year AODA action plan for TPL's services and spaces to reach and maintain compliance.	Completed
Develop a strategy, roadmap and action plan for TPL's digital services and begin to execute on it.	Work to develop a vision, strategy and roadmap for TPL's digital services began in 2021 and will be completed in 2022.
Deliver the Incident Management system (project started in 2020).	Progressed, to finish in 2022.
Reopen branches and reinstate/modify programs and services in response to the pandemic.	Progressed, to continue in 2022.
Strategic Priority 2: Broadening digital access, literacy, and inclusion	
Develop a strategy, roadmap and action plan to expand access to technology and digital literacy	Planned for 2022.

Expand Play & Learn STEM Kits to 10+ additional branches	Completed in 2021. Remainder of Spaces Vision for Kits to be realized in Public Computing Project in 2022.
Expand Neighbourhood Tech Kits (NTKs) to 10+ additional branches	Completed in 2021. Remainder of Spaces Vision for NTKs to be realized in Public Computing Project in 2022.
Strategic Priority 3: Building pathways for workforce and life skills development	
Develop and implement workforce development and life skills programs related to personal finance and financial empowerment	Workforce development programs were completed in 2021. Workforce development strategy is a 2022/23 initiative.
Develop and implement services and programs relating to self-employment/entrepreneurship, with a focus on equity-seeking groups	Completed
Develop and implement initiative to train Youth for entry-level IT work through the City's Digital Canopy Project	Completed
Strategic Priority 4: Providing the vital ingredients for a democratic society	
Develop an advocacy strategy, roadmap, policy and action plan to advance public library service.	Advocacy policy completed. Initiatives have evolved into Advocacy Framework project in 2022.
Implement the Equity Statement and develop road map and action plan.	Deferred until 2022 due to pandemic
Implement elimination of children's fines	Completed
Develop a plan, through the budget process, for Board and City Council	Completed

approval for the elimination of overdue fines for teens and adults in 2022	
Strategic Priority 5: Investing in staff and an innovative culture	
Develop the employee experience plan, integrated with a modern workplace plan, and identify priorities.	Deferred until 2022 due to pandemic
Develop and execute a workplace reentry plan and remote work strategy, roadmap and action plan.	Deferred until 2022 due to pandemic
Develop and begin to execute the plan to optimize staff productivity, collaboration & communication (O365, Sharepoint, Access).	Deferred until 2023 to focus on pandemic response
Advance workplace policy initiatives encompassing anti-Black racism and broader equity and inclusion.	Advanced initiatives with a particular focus on anti-Black racism training, to continue in 2022.
Strategic Enabler: Modernization, driven by Brand and Customer Experience	
Develop the customer experience strategy, roadmap and action plan.	Deferred until 2022 due to pandemic
Initiate project to modernize TPL's programs and events services and capabilities.	Initiation completed, multi-year project underway
Complete installation of payment at self-checkout devices.	Completed
Complete and implement Cash Register project	Begun late in 2021 due to pandemic, to be completed in 2022.
Launch online renewal of Digital Access Cards	Completed
Strategic Enabler: Modernization, driven by Data and Technology	
Launch the strategy and deliver the initiatives identified in the roadmap and action plans.	Digital strategy launched and action plans in progress.

Continue to build and mature the IT Security, Risk, and Governance Program	Progressing well in 2021
IT Infrastructure and Telecommunications Redesign	Progressing well in 2021
Cloud strategy refresh and migration plan	Strategy defined and migration plan to be executed in 2022
Stabilize key digital services including tpl.ca and Print/Copy/Scan System (P4P)	Stabilization in 2022 with migration to hybrid cloud.
Upgrade Symphony & Hardware Upgrade	Completed
Improve facilities service request process and data	Deferred until 2022 due to pandemic
Strategic Enabler: Evaluation and Accountability	
Launch enterprise and divisional scorecards, and cascaded performance objectives, and evaluate progress to outcomes.	Completed

2022 Strategic Plan:

Pandemic Response and Recovery

- Reopen branches and reinstate/modify programs and services in response to the pandemic.

Strategic Priority 1: Opening up our public spaces

- Continue the implementation of AODA projects.
- Continue execution of TPL's digital services action plan.
- Deliver the Incident Management system.
- Implement action steps following recommendations from the Alternate Approaches to Safety and Security Board Discussion Table.
- Implement Indigenous capital project and place-making initiatives.

Strategic Priority 2: Broadening digital access, literacy, and inclusion

- Develop a strategy, roadmap and action plan to expand access to technology and digital literacy.
- Deliver the Public Computing Realignment & Replacement project.

Strategic Priority 3: Building pathways for workforce and life skills development

- Develop and implement workforce development strategy, roadmap, and action plan.

Strategic Priority 4: Providing the vital ingredients for a democratic society

- Develop an advocacy framework to guide TPL in making clear and consistent decisions around advocacy efforts.
- Implement the Equity Statement and the Intellectual Freedom Statement, and develop road map and action plan for each.
- Implement elimination of overdue fines for teens and adults.
- Complete Francophone community consultations on adult French collections.

Strategic Priority 5: Investing in staff and an innovative culture

- Develop the employee experience plan, integrated with a modern workplace plan, and identify priorities.
- Develop and execute a workplace return plan for remote workers, with hybrid work options where feasible.
- Implement action steps to address violent and disruptive incidents, based on the recommendations of the *Discussion Table on Alternative Approaches to Safety and Security* Initiate and complete HR modernization projects.
- Initiate and complete HR modernization projects.
- Initiate the Staff Computing Realignment & Replacement project.
- Upgrade TPL Board meeting room technology to support virtual, in person, and hybrid meetings.

Strategic Enabler: Modernization, driven by Brand and Customer Experience

- Develop the customer experience strategy, roadmap and action plan.
- Complete and implement Integrated Cash Register project.
- Continue project to modernize TPL's programs and events services and capabilities.
- Continue to implement TPL's brand and visual identity and wayfinding enhancements.
- Improve and optimize mass email communications to customers.

Strategic Enabler: Modernization, driven by Data and Technology

- Focus on foundational elements to ensure a modern data and technology environment and building upon and delivering the initiatives identified in the Digital Strategy roadmap and action plans.
- Cloud strategy refresh and migration plan.
- Stabilize key digital services including tpl.ca and Print/Copy/Scan System (P4P)
- Initiate project to improve facilities service request process and data.

Monitoring progress and adjusting plans

The strategic plan execution roadmap describes how TPL will achieve its strategic objectives and outcomes, and the scorecards track the organization's progress against set goals and targets. Business planning is the regular and ongoing process of checking in, confirming, and adjusting annual plans based on progress, new information, risks, opportunities, and other considerations. Staff will conduct quarterly internal reviews to understand progress to scorecard objectives and determine actions needed to remove roadblocks, adjust pace, manage resources, etc. Twice a year, progress will be reported to the Board and to all TPL employees.

Staff will continue to mature the business planning discipline that began in 2019. In 2020 and 2021, COVID-19 introduced many challenges and changes and TPL was able to quickly and rapidly pivot and adjust business plans. The ability to evaluate and re-plan is a strong foundation to build on that will ensure TPL remains on track over the next several years to achieve the goals and outcomes of the strategic plan.

CONCLUSION

Despite the continued challenges and changes brought about by COVID-19, TPL maintained focus on working towards achieving its 2021 action plan initiatives. TPL will continue to leverage its comprehensive roadmap, action plans, scorecards, and on-going review and reporting mechanisms to work towards the priority initiatives identified for 2022.

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SIGNATURE

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