



RICHMOND HILL PUBLIC  
**Library**

# **Strategic Plan**

2021-2025



**Reimagining the role of our Library.**

**Your Library,  
for Life.**

# Resilience

the ability to withstand adversity and bounce back from difficult events.

**Purpose**

**Vision**

**Mission**



# Our Purpose

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We're a public service that's always there for our community.



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The range and interconnectedness of services we offer is rooted in one common purpose: to improve people's quality of life. Overall quality of life is what we're all striving for.

Simply put, that's our ultimate "why," our reason for existence.

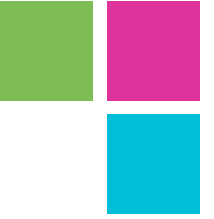


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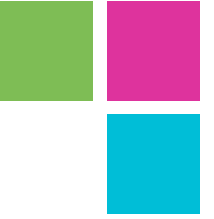
Our role in improving quality of life is actually grounded in a legislative mandate that describes libraries as community hubs and sources of equitable access to information and other resources that build key development areas.





# Our Vision

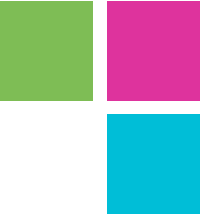
We're valued for our world-class library experiences that motivate you to confidently adapt and thrive in a world of change, and enhance Richmond Hill as a place to live, visit and do business.



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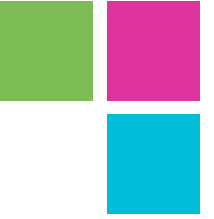
By focusing on delivering high quality user-centric services, we'll be recognized for delivering meaningful value to all stakeholders.



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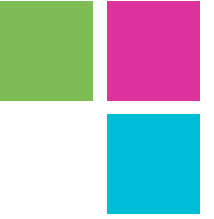
Richmond Hill is already one of Canada's most affluent and diverse large cities, with plans for dynamic growth. So our library system should match the aspirations of the City and strive for greatness for its residents.



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We know the one constant in life is change, and in our research the theme of resilience kept coming up. Our library can play a unique and vital role in helping our residents and businesses prepare for and adapt to all of the changes around them – and if they can manage change well, their quality of life would improve.



# Our Vision

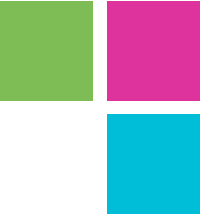
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Achieving our vision will also enhance the community as a whole and further position the library as a strategic asset for the City, which can be leveraged as a competitive advantage to attract and grow personal, private and commercial investment.



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This is what we offer everyday – from physical and digital spaces to programming, books and databases to our people expertise, and more.

“Experiences” also implies hands-on learning.

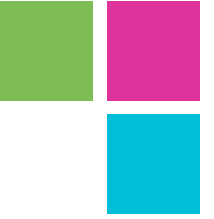


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We offer you knowledge, experiences and resources **that enable you to grow the capabilities you need to respond** to personal, local, national and global challenges, trends and interests.

For people to confidently adapt to changes in their own lives and in the world around them, we need to help them upgrade their current capabilities and develop new ones. Capability-building is core to becoming resilient.





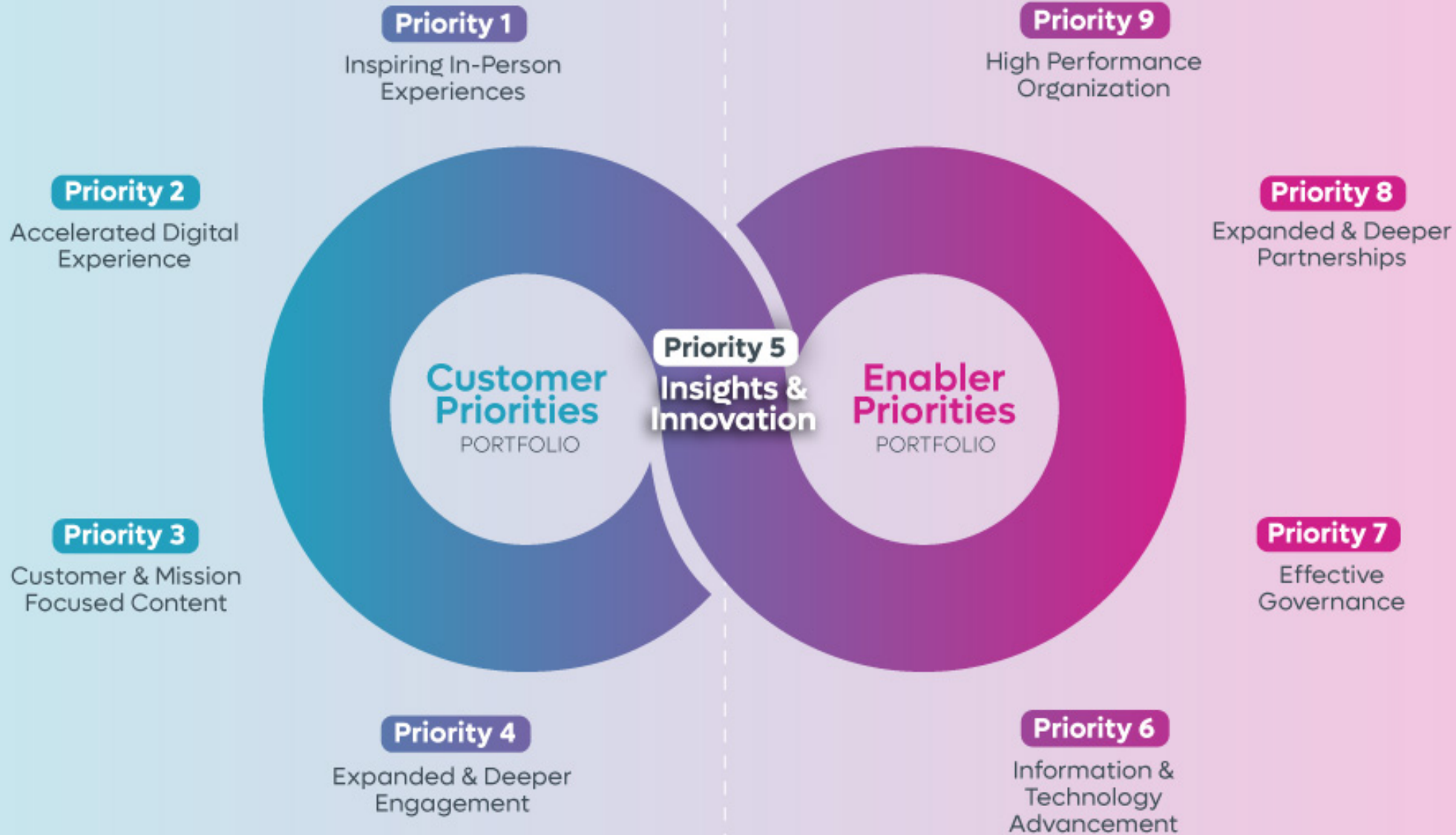
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We offer you knowledge, experiences and resources that enable you to grow the capabilities you need to respond **to personal, local, national and global challenges, trends and interests.**

To achieve our vision of preparing people for what's now and what's next, we need to be proactive, future-aware and responsive. We will continually scan our landscape and constantly adapt our services to our customers' changing environments.

# Strategic Priorities

Customers, Enablers and Innovation



**Priority 1**  
Inspiring  
In-Person  
Experiences

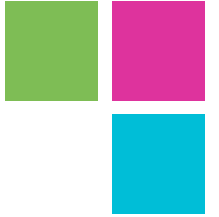
**Priority 2**  
Accelerated  
Digital  
Experiences



**Strategic  
Priorities**

**Priority 3**  
Customer &  
Mission Focused  
Content

**Priority 4**  
Expanded &  
Deeper  
Engagement



Priority 1

# Inspiring In Person Experiences

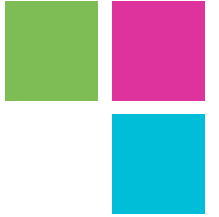
*Strategic Objective: Provide creative, flexible, convenient and inclusive community spaces and service excellence.*

Strategies

- Launch new Central Café
- Modernize meeting room facilities
- Develop RHPL Master Plan, including branch outreach strategy
- Explore branch specialization
- Access after-hours access model
- Redesign service model to meet all customer needs at first point of contact

**Measures:** Customer Use, Customer Reach, Customer Satisfaction

Priority 2



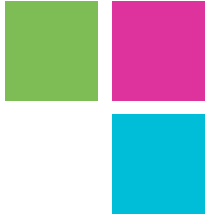
# Accelerated Digital Experiences

*Strategic Objective: Modern digital experiences to deliver more widely, intuitively, effectively and efficiently.*

## Strategies

- Redevelop the RHPL website
- Integrate personalization into experiences
- Develop a digital product strategy that modernizes the member experience

**Measures:** Progress on Roadmap, Digital Customer Reach, Digital Customer Use



Priority 3

# Customer & Mission-Focused Content

*Strategic Objective: Evolve curated offerings to always be relevant to our community through a future-ready approach.*

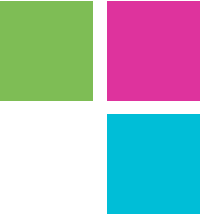
## Strategies

- Develop new "future-ready" content offerings
- Support development of entrepreneurs and small businesses
- Enhance multilingual offerings
- Explore expanding membership to include access to other mission-relevant organizations

**Measures:** Customer Use,\* Customer Reach,\* Customer Satisfaction

\*digital and in person

Priority 4



# Expanded & Deeper Engagement

*Strategic Objective: Build customer relationships, awareness and appreciation of our services and value.*

## Strategies

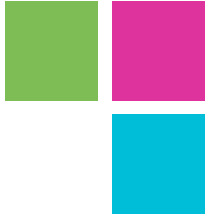
- Develop a brand strategy, new identity
- Build marketing and media plan
- Integrate proof-points of library value organically into customer journey
- Build librarians into personalities
- Develop a literacy initiative

**Measures:** Customer Use, Customer Reach, Customer Satisfaction





# Innovation



Priority 5

# Insights & Innovation

*Strategic Objective: Build and maintain our capacity to understand, explore and test to create new value.*

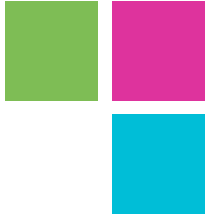
Strategies

- Create a customer insights strategy
- Develop innovation and foresight capabilities (people, processes, and tools)
- Participate in Canadian Urban Libraries Council (CULC) Innovation program

**Measures:** Number of Staff Receiving Training in Innovation Methods, Techniques  
Customer Satisfaction with New/Improved Products and Services



Priority 6



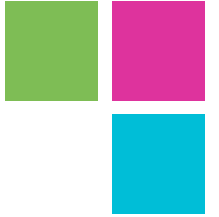
# Information & Technology Advancement

*Strategic Objective: Modernize our technology infrastructure and processes.*

## Strategies

- Execute IT infrastructure modernization program
- Execute IT digital application management program
- Expand collaboration tools pilot
- Develop a data strategy, including strategic dashboards

**Measure:** Progress on the Roadmap



Priority 7

# Effective Governance

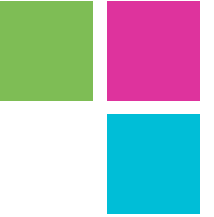
*Strategic Objective: Develop effective governance and accountability.*

## Strategies

- Develop a financial sustainability strategy, including exploring government grants, private sector partnerships, public fundraising, retail merchandise and subscriptions
- Develop and launch an Environmental Sustainability strategy
- Create Board development plan
- Develop and launch a holistic Diversity, Equity and Inclusion (DEI) strategy
- Develop department business plans flowing from organizational strategic plan

**Measure: Progress on the Plans**

Priority 8



# Expanded & Deeper Partnerships

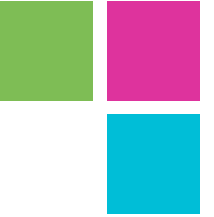
*Strategic Objective: Enhance our network of partners and the value we exchange.*

## Strategies

- Become participant in local and regional social policy and planning tables
- Expand volunteer program
- Broaden library sector best practices and learnings

**Measure:** Partner Reach and Satisfaction

Priority 9



# High-Performance Organization

*Strategic Objective: Create a high-performing work culture and optimized structure.*

## Strategies

- Align organization structure and operational capabilities to plans
- Develop our culture in order to improve performance
- Develop and launch a staff performance management program

**Measure:** Organizational Culture Health

# **Employee Experience Commitments & Organizational Values**





# Employee Experience Commitments

## Connect

The connections we build with each other inspire our work.

## Respect

The respect we show each other nurtures a safe and supportive atmosphere.

## Grow

The growth we experience relies on prioritizing and celebrating development and learning.

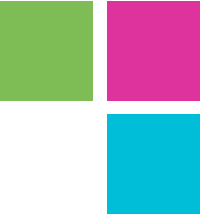
## Trust

The trust we build is key to establishing a respectful, supportive, interconnected and engaged team that communicates effectively.

## Support

The support we give each other is important to our emotional, mental and physical wellbeing to enjoy coming to work each day.





# Our Values

## **We Champion Our Differences**

We believe that understanding and embracing diversity enriches us; that our services should be accessible to everyone; and that freedom of expression ensures we can exchange ideas and perspectives.

## **We Are Adaptable**

We believe that embracing ambiguity and responding quickly to change is necessary in a fast-paced world; that curiosity and creativity fuel new thinking; and that our failures make us stronger and smarter.

## **We Focus on Impact**

We believe that our customers are our top priority; that doing the right things and doing things right will help us focus and be more impactful; and that we need to balance short and long term growth.

## **We Are Actively Engaged**

We believe in co-designing with our community; that hands-on and collaborative experiences make for more memorable learning; and that accountability means being part of the solution.



**Thank you**