



Strategic Plan

2021-2025





We wanted to reimagine the role of Richmond Hill Public Library

A good strategic plan is a roadmap for an organization. When we started to draft this plan, we were ambitious, to say the least. Recognizing that we live in an increasingly interconnected and fast-moving world, we wanted to reimagine the role of Richmond Hill Public Library, while building on our century-old reputation of serving our community with passion and excellence. We wanted to develop a vision that would inspire innovation, connections and collaboration in and between our current and future library users, our local partners and organizations, as well as our team.

Our new Strategic Plan speaks to the diverse needs of our City, and the role of the Library as both an inviting place close to home, but also as a digital space that's accessible whenever you need it and that extends far beyond city limits. As we all head into the challenges of a post-pandemic world, we need to learn how to manage and adapt to change more than ever. Our plan enables us to be here for you every step of the way, whether you're starting a new venture, heading into retirement, becoming a parent, or simply exploring new interests. We're here to give you the tools, resources and support you need to be able to bounce back from adversity and take advantage of opportunities ahead of you. In other words, we'll help you prepare for life.

On behalf of the RHPL Board and our team, we invite you to join us as we bring this Strategic Plan to life. Together, we'll co-create new experiences and we'll handle the future with confidence and resilience. Together, we'll build a library that holds a meaningful place in your hearts and minds for years to come.



Darren Solomon
CEO



City Councillor
Greg Beres
Chair of the Board



Our Purpose

As a strong cornerstone of Richmond Hill, we exist to improve your quality of life. Our role is a gathering place for our community and to provide equitable and universal access to resources that support your well-being.



Our Vision

We provide 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.



Our Mission

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.

OUR CULTURE AND VALUES

Our Culture

We will create an inspiring environment where everyone will be encouraged to think creatively, experiment and learn from our successes and failures.

Our Values

We champion our differences.

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

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.

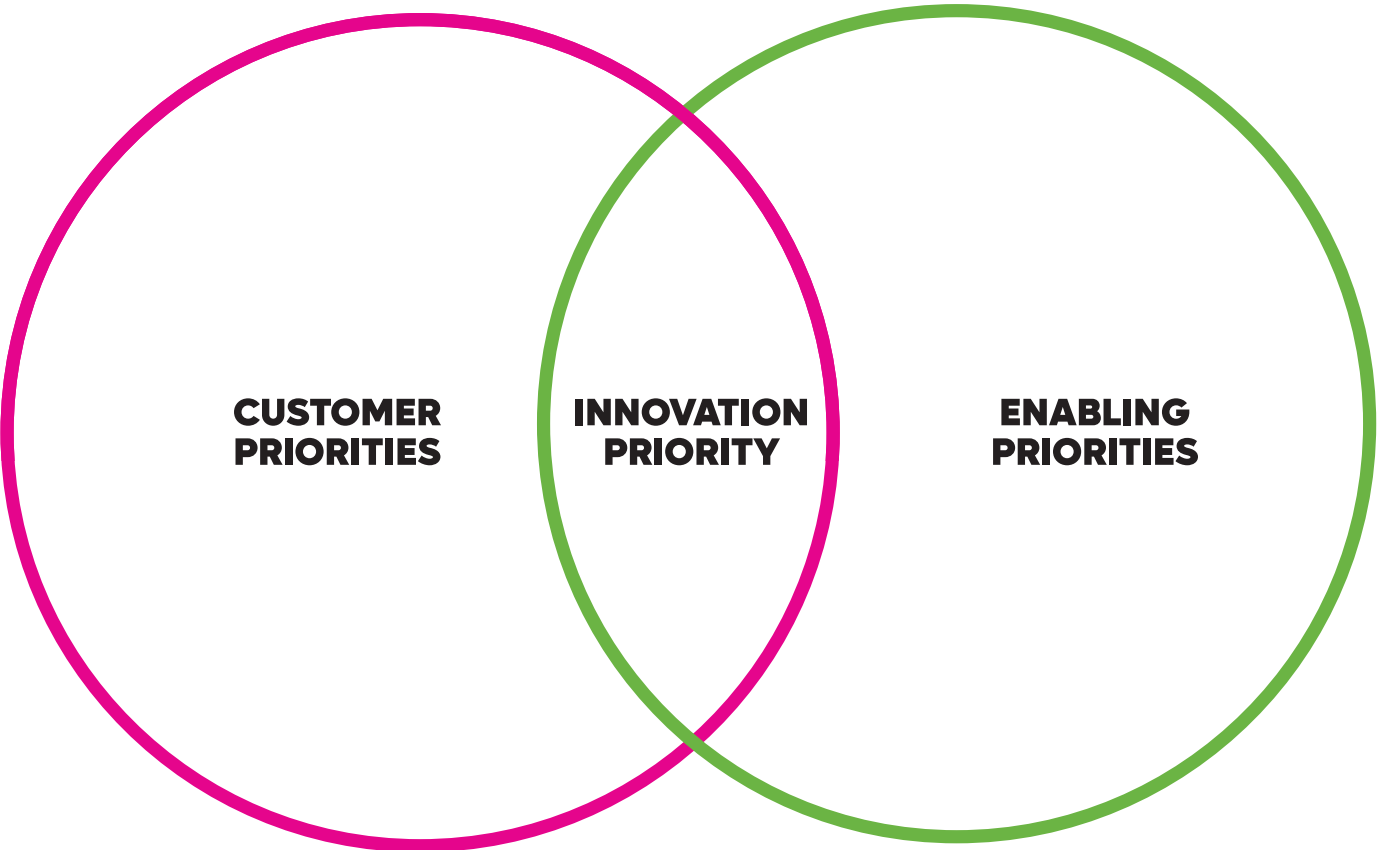
We are adaptable.

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 actively engage.

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.

Strategic Model



- **Inspiring In-person Experiences**
Provide creative, flexible, convenient, and inclusive community spaces and service excellence.
- **Accelerated Digital Experiences**
Modern digital experiences to deliver products and services more widely, intuitively, effectively and efficiently.
- **Customer and Mission-Focused Content**
Evolve curated offerings to always be relevant to our community through a future-ready approach.
- **Expanded and Deeper Engagement**
Build customer relationships, awareness and appreciation of our services and value.

- **Insights & Innovation**
Create new value by building and maintaining our capacity to understand, explore, and test.

- **Information and Technology Advancement**
Modernize our technology infrastructure and processes.
- **Effective Governance**
Develop effective governance and accountability.
- **Expanded and Deeper Partnerships**
Enhance our network of partners and the value we exchange.
- **High-Performance Organization**
Create a high-performing work culture and optimized structure.



CUSTOMER PRIORITIES

Inspiring In-person Experiences

Strategic Objective:

Provide creative, flexible, convenient, and inclusive community spaces and service excellence.

The Library is a unique, one-of-a-kind space. It's a unicorn. Where everyone is welcome, and you can use our spaces for work, school, personal development, or leisure. RHPL's distinct ability to serve our community is a key element of our value proposition, and we aim to do it in a way that inspires innovation, connections, and collaboration.

Accelerated Digital Experiences

Strategic Objective:

Modern digital experiences to deliver products and services more widely, intuitively, effectively and efficiently.

To adapt to our ever-changing world, modern digital and user experiences are a must-have, not a nice-to-have. Conversations with our community have made it crystal clear that providing you with high quality digital products and services is paramount for generations both young and old.



Customer and Mission-Focused Content

Strategic Objective:

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

A key to resilience is to understand our increasingly complex world. As more people make career changes, start a new venture, or even learn a new language, RHPL aims to be the hub of information about the changing world around us so that individuals, organizations, and communities can anticipate, adapt, and thrive.

Expanded and Deeper Engagement

Strategic Objective:

Build customer relationships, awareness and appreciation of our services and value.

You've talked. And we've listened. Feedback from our consultation process clearly demonstrates that RHPL needs to do a better job of letting you know about all that we offer. With that in mind, we'll work to better demonstrate the value and breadth of services we provide to everyone in our community. By doing so, we will inspire curiosity, and attract and retain customers for life.



INNOVATION PRIORITY

Insights & Innovation

Strategic Objective:

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

Today's most successful organizations are nimble and relentlessly focused on meeting the needs of their customers. For RHPL to deliver on its Vision and Mission, we must invest more time in learning about our customers' needs and wants. In a world of constant change, we will endeavour to provide you with modern programs, training, and resources that get you where you want to be.





ENABLING PRIORITIES

Information and Technology Advancement

Strategic Objective:

**Modernize our
technology
infrastructure and
processes.**

An unstoppable team. Working with the City of Richmond Hill's technology division has already added to the tech resources and capabilities of the Library. Together, the expertise of Library staff combined with the technical know-how of the City's IT team will not only enhance our operations, it will exceed them.

Effective Governance

Strategic Objective:

**Develop effective
governance and
accountability.**

We are championing frictionless access to the Library for everyone. RHPL recognizes its role in effective stewardship of resources and building an organization that can be utilized by everyone in Richmond Hill well into the future. This means ensuring the health and sustainability of the Library beyond the life of this Strategic Plan.



ENABLING PRIORITIES

Expanded and Deeper Partnerships

Strategic Objective:

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

In order to deliver on our Vision, RHPL is aiming to expand our partnerships both in the community and beyond. This will allow us to have a greater impact in the community, build on our equity as an influential stakeholder in our social system, as well as continually exchange knowledge with the broader global library sector.

High- Performance Organization

Strategic Objective:

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

The strength of an organization always comes down to two things: people and culture. RHPL is proud to have employees that are motivated, knowledgeable, and willing to adapt to our changing world. By continuing to build a positive organizational culture, we are developing an increasingly effective organization and enhancing our value in Richmond Hill.



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