

Enriching Your Connections, Choices and Community



Richmond Hill Public Library
STRATEGIC PLAN 2013

Your Library. Your Knowledge Centre.





2013 Richmond Hill Public Library Board

- David Bishop, Chair
- Martin Zegray, Vice Chair
- Mayor David Barrow
- Katherine Belrose
- Councillor Greg Beros
- Mona Qi Feng
- Shelagh Harris
- Councillor Castro Liu
- Margaret Roberts
- Edward Santi
- Louise Procter Maio, Chief Executive Officer,
and Secretary/Treasurer

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**Letter from the Board Chair and
Chief Executive Officer to Residents:**



David Bishop
Chair



Louise Procter Maio
Chief Executive Officer

Richmond Hill Public Library is excited by the opportunities presented as evolving technology and community needs drive it forward into a rethought library model. In developing a new strategic plan the Board and senior Library staff enthusiastically endorse the need for change while considering different models of library service. We acknowledge that change happens rapidly and we must ensure the Library is positioned to adapt and respond to developments that are not yet clearly defined but are sure to happen. We believe we have identified the strategic imperatives that will guide our future and are proud to present them to you.

Our Strategic Plan is called **“Enriching Your Choices, Connections and Community”** because these words capture what we intend to achieve. The Plan was developed over a series of meetings during which the Board and senior Library staff carefully considered the many changes confronting Richmond Hill and public libraries. We considered input from residents and key stakeholders. Our work was facilitated by Dysart & Jones Associates, consultants specializing in library services, who ensured we were aware of the latest thinking and developments in the world of libraries.

“Millions upon millions of people have been informed, enlightened and inspired by these libraries, which are truly public institutions in all the best senses of that phrase. They are at the very root and heart of thousands of communities.”

Adrienne Clarkson, former Governor-General of Canada,
Regina 2005

Richmond Hill will experience significant growth, and economic, business and social demands. Public libraries face the transformation of physical books and media to fluid digital sources and fragmented publishing models. Our discussions were mindful of the need to continue library services many residents currently enjoy while transitioning services and physical and virtual spaces in response to changing realities. We are also committed to continue efforts to engage new residents and the diverse cultures, lifestyles, challenges and aspirations they represent.

We believe passionately in free and accessible library services to positively impact people’s lives and, in so doing, the life of the community. The Board is appointed by Council to represent the public’s interest and the Library represents a significant commitment of taxpayer resources. The Board and Library staff take our responsibility to be careful stewards of resources entrusted to us very seriously. We firmly believe that collaboration with other organizations and alignment with the Town’s goals will move the community further, faster.

We envision a positive future for the people of Richmond Hill with the Library playing an important role in its achievement as guided by this Strategic Plan. We know that the hard work involved in developing the Plan will only be rewarded if followed by more hard work in its implementation. And we are prepared for that hard work. Beginning now our vision for transformation will guide our activities and we are determined that the challenges facing all change will be overcome.

The Strategic Plan that follows describes how we will work with our Council, our community and most importantly, with you to ensure the Library remains a vital and essential part of our changing community. Your creative and constructive input is always welcome. As you read the Plan we invite you to imagine the possibilities and to share your thoughts with us.

Sincerely,

David Bishop
Chair

Louise Procter Maio
Chief Executive Officer



“There is an untapped market in Richmond Hill that doesn’t know about the Library. The Library needs a strong plan with a good marketing campaign to reach all corners of our community.”

Library Staff Member

What’s Influencing Our Future?

Like all organizations, the Library must be ready for the future. The Library owes it to Richmond Hill residents to understand what the future holds for the community and to translate that understanding into services and programs that enable residents to be future ready – to be confident, contributing citizens of the 21st Century.

We paid close attention to the many trends influencing that future. The strategies that follow are based on a real appreciation for the changes influencing the Town of Richmond Hill as well as the social and technological changes influencing the Library.

Community Influences

It is true that our community is young, family-oriented, well-educated and affluent – a profile that typically highly values library services. However, it is also true that Richmond Hill will continue to grow and change. The challenge for the Library is to grow and change along with the community to ensure it remains relevant, responsive and highly valued.

The Library is a central point for the community with the capacity to celebrate and address diversity and intercultural exchange. In recognition, the Town’s Cultural Plan has positioned the Library as a “key creative cultural industry contributing to the Town’s cultural resources.” Our challenge is to ensure that the Library engages ALL the members of our community.

INFLUENCING TRENDS

Richmond Hill is the 6th fastest growing municipality in Ontario.

We have the highest proportion of residents with post-secondary education in Canada.

The population of our community is projected to increase by 30% within the next 20 years.

Over 50% of our population was born outside of Canada.

We expect our community to become increasingly diverse.

“During the next 5 years? The trends of the past 6 years will continue – with higher density at Hwy 7 & Yonge and in the NE quad.”

We take our fiscal responsibilities very seriously. It’s our responsibility to determine how best to meet today’s needs of residents while transforming ourselves to serve the projected growth of our community, emerging needs and accelerating expectations. Our Library must critically review existing offerings, enter into new partnerships with other community organizations, and develop services – including virtual – that engage future generations of users.



Societal and Technological Influences

New technologies, particularly mobile or personal devices, continue to emerge. While many people expect audio and video streaming, e-books and library services targeted to their devices, other individuals are adamant that the library continue to be a place of physical books, magazines and DVDs.

Publishers are struggling with the blend of paper and e-publishing models and where public libraries fit in that model. Even the definition of publishing and content has changed. Today anyone can – and does – publish their work. The social nature of information has emerged with online communities contributing to content – putting that content into our local context. Libraries are no longer just viewed as the preserver of local history, but are also seen as the connector of local content and expertise.

Libraries have become the centre of creativity and engagement, building a new level of creative interaction with our users. Libraries have gone “outside the box and beyond the walls,” meeting residents where they are with virtual library services, spaces and customized community engaged programs. In addition to serving the individual, libraries now engage their communities at large.

INFLUENCING TRENDS

The “Virtual Library” has arrived, forever changing the way many core library services are delivered.

“...at least in some areas, e-paper will replace print paper in a not too far future.” (Simon Fraser University Publishing)

Cloud computing is becoming the norm for many organizations and individuals.

“Among the general population, people are reading books less and visiting the library less since they began using the Internet. Frequent library users, however, continue to be avid readers, and are visiting the library more because of the Internet. Most non-users do not plan to increase their use of libraries but may access the virtual resources of the library in the future.” (OCLC Study)





Our Purpose, Vision and Values

As we considered the Library's future, and how the Library will continue to best contribute to Richmond Hill, it became very clear that the Library exists for one reason, and for one reason only: the residents of Richmond Hill.

That's you. That's right – you.

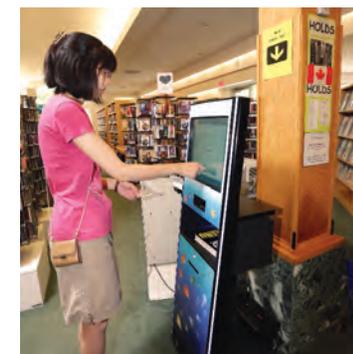
You, the student. You, the senior. You, the parent...
the entrepreneur... the person who has recently moved here...
the person who has lived here your whole life... the little
one whose life has just begun... the person training for
new career opportunities.

Our Purpose Is Sure

We are your library. Your knowledge centre. When you need to solve a problem, make a decision, learn, read, enjoy or explore an issue, we integrate the sources with the expertise to help you to build your life and build your community.

Our Vision Is Clear

We will enrich your choices, your connections, and your community in ways you've never imagined. As our community changes dramatically, we are determined to know you better, and to continuously improve the sources, services and spaces you deserve from your library.



We will be recognized as being aligned with Town initiatives and as an integral part of the community network, catalyzing conversations within the community and among individuals. We will be your know-how, enjoy-that space for discovery, and experimenting. You'll know us, not just as the place that loans books, but as the library staff who touch your diverse lives in positive and impactful ways.



“The Library can play a unique role in Richmond Hill – and in forming connections throughout the community.”

Richmond Hill Resident

Our Values Are Strong

Accessibility

We offer a welcoming presence and equitable treatment for all

Diversity

We appreciate and celebrate our differences and similarities

Intellectual Freedom

We provide free and equitable access to information

Innovation

We deliver responsive and creative service excellence

Respect

We promise honesty and integrity in all interactions

Literacy and Lifelong Learning

We promote and encourage a love of reading and personal growth

Accountability

We practice efficient and effective stewardship of library resources



Your Library. Your Knowledge Centre.

Integrating resources and expertise for you to build your life and your community.





Our Strategies Forward

We'll create this future by aligning with the Town and focusing on four specific strategies:

Strengthen your connections

We will strengthen your connections with the sources and resources that answer your questions, expand your explorations, and drive your aspirations.

Contribute vibrant spaces

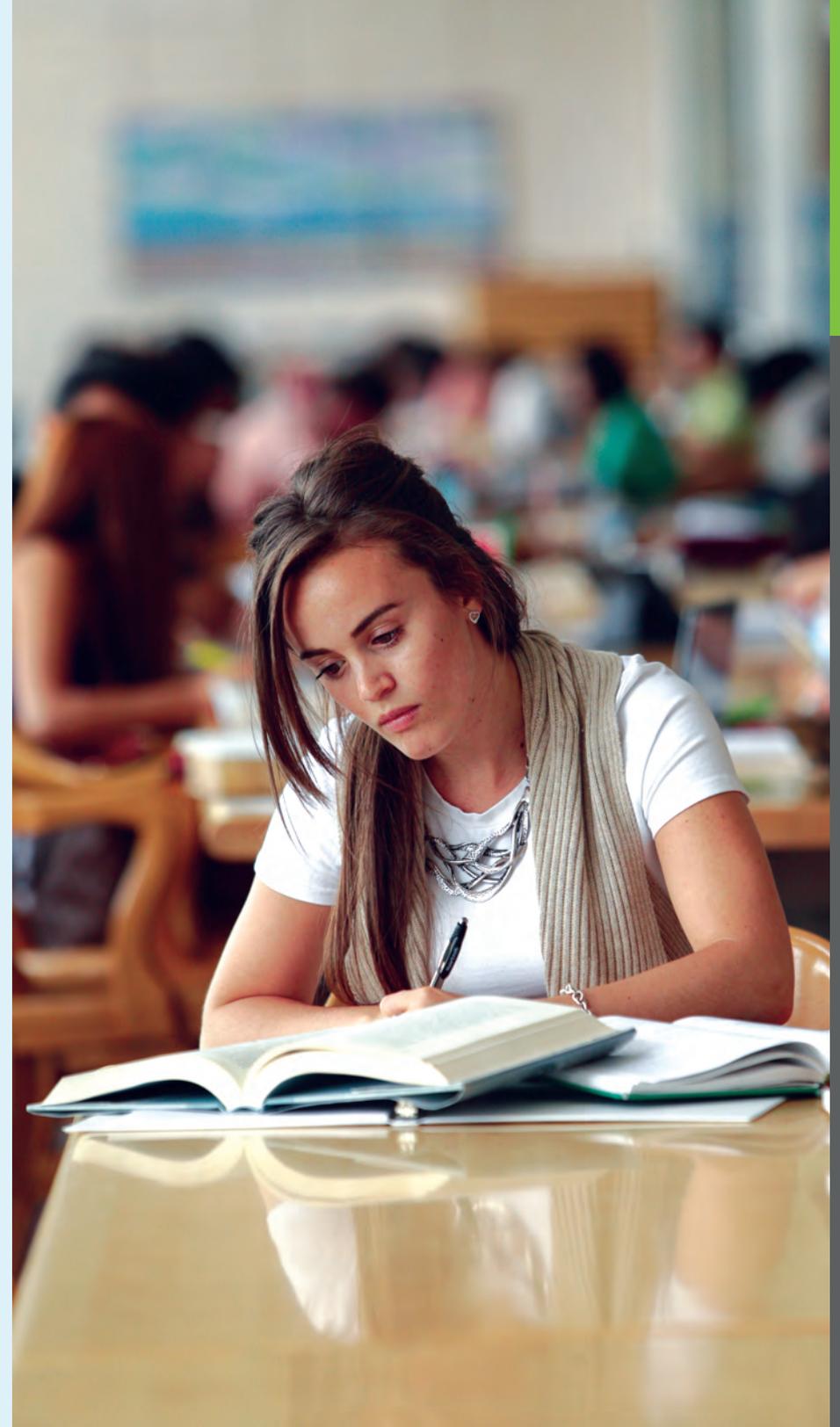
We will contribute vibrant spaces and places, physically and virtually, throughout Richmond Hill that are easily integrated into your daily life.

Enrich your choices

We will enrich the choices you have to build your individual life and build your community with quality services and programs.

Reinforce our capabilities

We will reinforce our many capabilities that bring our services and programs to life.



“The Library needs to reach out to the community for greater everyday inclusion – as opposed to the public reaching out. The Library needs to be the catalyst for community engagement.”

Richmond Hill Resident





Strengthen Your Connections

We will focus on strengthening your connections with the sources and people that answer your questions, inspire your thinking, expand your explorations, and drive your aspirations.

This means that we must:

1. Move our service interactions to connect with residents in different places and contexts, always integrating sources into services and programs.
2. Collaborate with our partners and community organizations to identify how best to connect with under-served community segments, co-creating and delivering solutions to fill service and program gaps that will best benefit the segments.
3. Curate content and information resources in ways that you can easily use in whatever way you need to, and in ways that connect you to other local sources that you wouldn't otherwise know of. We also need to enable the community to curate their content, building community connections and memories that ultimately create our local history.



4. Launch community-centric conversations and events in which residents explore social and civic topics and issues in a safe, non-partisan environment with the opportunity to further inform themselves with relevant content and sources.
5. Position and market the Library as the connecting knowledge centre.



“Thank you for all you have done in the Library thus far – it provides a lot of services. For the next step create the Library to become a social place in this community – a place where people interact & engage with each other. A place of discussion & interaction. This is the one thing the Library can do that technology cannot.”

Richmond Hill Resident





Contribute Vibrant Spaces

We will contribute vibrant spaces and places, physically and virtually, throughout Richmond Hill that are easily integrated into your daily life and renew your library experiences. Spaces will be flexible, morphing to your individual, group or collaborative needs, either on-site or online, and will be venues for creative, literary and community-building events.

This means that we must:

1. Rethink our physical spaces. Part of our rethink is viewing our spaces as services in themselves rather than just as places for services. The other part of our rethink is recognizing that our facilities must be retooled, and we must identify innovative space solutions for different types of services, programs and uses – inside and outside of our physical buildings.



2. Plan and position Library services where residents, businesses and community groups are – co-sharing spaces, and co-mingling permanent and temporary engagement points.

3. Develop and implement a virtual facilities plan, reshaping our website as a virtual space and service that is synergistic with and complementary of our physical spaces. We must incorporate the thinking, tools, partnerships and applications that bring residents who can't physically travel to physical places to virtual spaces in which they partake in services and programs with people, sources and expertise or colleagues anywhere in the world.



“These places are big hubs for communities, and very important public resources, particularly for people who don’t have a lot of resources of their own.”

Margaret Atwood, 2012





Enrich Your Choices

We will enrich the choices you have to build your individual life and build your community with quality services and programs.

This means that we must:

1. Review our many services and programs, refining our offerings to deliver unique, meaningful choices for individuals and for community segments. We will make the best use of our resources (including technologies, applications, sources, staff, partners and budget) as we add, divest and adjust customer offerings.
2. Deliver skill development programs that ready people at various ages and stages of their lives to pursue their educational, career and personal interests in the realities of the 21st century.
3. Collaboratively design and deliver services with partners and community organizations for specific community segments that none of us could deliver alone. Together we will contribute to Richmond Hill's economy with the sources, expertise and technologies these segments need to fully realize their potential in a world that's increasingly dominated by technology, information and innovation.

4. Transform our service model to one that will achieve our vision. We'll move from behind the desk or out of the building to beside and with the customer. Our service interactions will convey our delight that we are meeting individuals or groups where they are – contextually, physically, virtually, and technologically – and adapting our sources and expertise to guide you to where you want to be, to know, to enjoy or to do.



5. Identify and manage measures that allow us to track the value and impact of our programs and services for Richmond Hill and for various community segments. We will use these measures to continually improve service and program choices and the Library's operations.
6. Reinforce our services and programs in ways that no other organization can with on-target, unique curated medleys of published and unpublished content, visuals, digital media and connections to experts.

*“The most important asset of any library goes home at night -
the library staff.”*

Father Timothy Healy, former president, New York Public Library





Reinforce Our Capabilities

We will reinforce our many capabilities that bring our services and programs to life. Staff will have the competencies and confidence to fully contribute as community connectors, curate content, facilitate conversations and events, and to be the library wherever residents are. Our organization, technologies, and funding will be the infrastructure for launching and realizing our vision.

This means that we must:

1. Enable staff to fully contribute to the realization of the vision with training, coaching and mentorship.
2. Transform our service model, engaging in meaningful community relationships and/or service interactions with residents in different places and contexts, and integrating sources into services and programs.
3. Review our organization structure, ensuring it is aligned with our strategies and provide each and every staff with the supports and processes to confidently fulfil their role.
4. Develop and implement other key guiding documents that underpin our strategies.



Enriching Your Connections, Choices and Community

Your Library. Your Knowledge Centre.

Our Commitment

We don't take our strategies lightly. We are committed to transforming these words into reality.

Every year we will target specific goals, work towards those goals and measure our progress. Our actions will implement these strategies into services for you. Our actions will speak louder than any words. Our actions will be in concert with the Town and other organizations, and will be ever mindful of the technological and societal trends impacting our community and of you – your plans, hopes, challenges and aspirations.



**Richmond Hill
Public Library**

Environmental Printing Summary

The following summarizes the state-of-the-art environmental practices that have been incorporated into the production of this report.

Ontario's Environmental Leaders

The Printer is a Leader recognized by the Ontario Ministry of the Environment.

This report was printed by a printer that is a member of Ontario's Environmental Leaders Program. The Leaders Program recognizes select companies that demonstrate leadership in the preservation of the environment by using environmentally friendly processes and increased efficiencies. The printer is committed to preserving the environment, promoting sustainability and reducing waste for the benefit of the community.

Sustainable and responsible business is good for the environment and a green economy.

Waterless Printing

Canada's leading environmental and high-quality waterless print technology.

This report was printed using the waterless printing process. The printer has reached beyond the standard environmental practices to ensure it delivers the most environmentally friendly and high quality printing outcome available. The waterless printing process eliminates the use of fresh water and greatly reduces the use of harmful chemical compounds. This ensures that harmful chemicals are not emitted into the environment and that water is not wasted.

Terrachoice-EcoLogo

Environmental certification by the Government of Canada

This report was printed by an EcoLogo certified printer. This program recognizes manufacturers and suppliers of environmentally preferable products that help consumers identify products and services that are less harmful to the environment.

Bullfrog Power

Clean, Reliable Electricity

This report was produced utilizing Bullfrog Power to power the printing presses. Bullfrog Power generates power exclusively from wind and low-impact water power generators and meet or exceed the federal government's EcoLogo standards for renewable electricity.

Environmentally Friendly Paper (Recycled Paper)

This report was printed on Supreme Silk paper which is FSC Certified and has 30% post-consumer recycled content.

Forest Stewardship Council (FSC) Certification

This report was printed on paper and by a printer that are Forest Stewardship Council (FSC) certified. FSC promotes environmentally appropriate, socially beneficial and economically viable management of the world's forests.

ISO 14001

This report was produced by an ISO 14001 certified printer. Fully committed to continuous improvements in waste reduction and pollution prevention, the printer has a comprehensive environmental management system that integrates sound business practices with environmental, health, safety and quality control practices.

Zerofootprint

Zerofootprint is a socially responsible enterprise with a mission to apply technology, design thinking and risk management to the massive reduction of our environmental footprint.

ENVIRONMENTAL PRINTING – IT'S MORE THAN RECYCLED PAPER.™



Richmond Hill Public Library Locations and Hours of Service:



Central

1 Atkinson Street
Richmond Hill, ON L4C 0H5

905.884.9288

Monday - Thursday

9:30 AM - 9:00 PM

Friday

9:30 AM - 6:00 PM

Saturday

10:00 AM - 5:00 PM

Sunday

Noon - 5:00 PM



Oak Ridges Moraine

13,085 Yonge Street, Unit 12
Richmond Hill, ON L4E 3L2

905.773.5533

Monday

1:00 PM - 8:00 PM

Tuesday & Wednesday

10:00 AM - 8:00 PM

Thursday & Friday

10:00 AM - 6:00 PM

Saturday

10:00 AM - 5:00 PM

Sunday

CLOSED



Richmond Green

1 William F. Bell Parkway
Richmond Hill, ON L4S 2T9

905.780.0711

Monday - Thursday

10:00 AM - 8:00 PM

Friday

10:00 AM - 6:00 PM

Saturday

10:00 AM - 5:00 PM

Sunday

CLOSED



Richvale

40 Pearson Avenue
Richmond Hill, ON L4C 6T7

905.889.2847

Monday

CLOSED

Tuesday & Wednesday

10:00 AM - 8:00 PM

Thursday & Friday

10:00 AM - 6:00 PM

Saturday

10:00 AM - 5:00 PM

Sunday

CLOSED



Richmond Hill
Public Library

For more information about library services please contact your local branch or:

Richmond Hill Public Library @
www.rhpl.richmondhill.on.ca

or follow us on:

[Facebook.com/rhpl.news](https://www.facebook.com/rhpl.news) and [Twitter.com/rhpltweets](https://twitter.com/rhpltweets)