



Newfoundland & Labrador
Public Libraries

STRATEGIC PLAN

APRIL 1, 2023 – MARCH 31, 2026

Message from the Chair

In accordance with the Provincial Information and Library Resources Board's responsibilities under the **Transparency and Accountability Act**, I am pleased to present the Strategic Plan for the Newfoundland and Labrador public library system for the period April 1, 2023 to March 31, 2026.

The Provincial Information and Library Resources Board is a category one public body and this plan was prepared and developed in accordance with the Act.

My signature below is on behalf of the Board and is indicative of our accountability for the preparation of this plan and the achievement of the goals and objectives contained herein.



Respectfully Submitted,

A handwritten signature in blue ink that reads "Myrtice Alpen". The signature is fluid and cursive.

Myrtice Alpen, Chair
Provincial Information and Library Resources Board

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1. Overview

Provincial Information and Library Resources Board

The Provincial Information and Library Resources Board (PILRB - the board) is a category one Provincial Government entity established, under authority of the **Public Libraries Act**, to oversee the operation of the public library services in the province now commonly referred to as the Newfoundland and Labrador Public Libraries (NLPL - the organization).

The PILRB is a provincial board composed of representatives of regional library boards and appointees of the Lieutenant-Governor in Council. According to section 3 of the **Public Libraries Act**, PILRB has not less than 10 and not more than 15 members, which includes: (a) a representative from each regional library board appointed by that board; (b) the chair of the St. John's Library Board appointed by that board; and (c) up to six other members appointed by the Lieutenant-Governor in Council. The board membership, as of April 1, 2023, is found in Appendix 2.

Regional and Local Library Boards

PILRB operates 94 public libraries throughout the province. Each local library has a local library board consisting of five to nine members with the exception of the three libraries in St. John's, which are supported by the St. John's board. These advisory boards support their local library by engaging in fund raising, community engagement and advocacy activities. A representative (normally the chair) of each local board is appointed to their respective regional library board (Western (including Labrador), Central and Eastern) which assists the PILRB by: helping ensure that services and programs are consistent throughout the different regions of the province, implementing policies, and assisting with promotion and fundraising. There are approximately 500 volunteer local library board members and a large number of other individuals who volunteer their time, in support of public library services.

The structure of the boards is found in Appendix 3.

Library Locations

There are a total of 94 public libraries in the province. These libraries are divided into four regions:

- Western (29 with five in Labrador)
- Central (33)
- Eastern (29)
- St. John's (3)

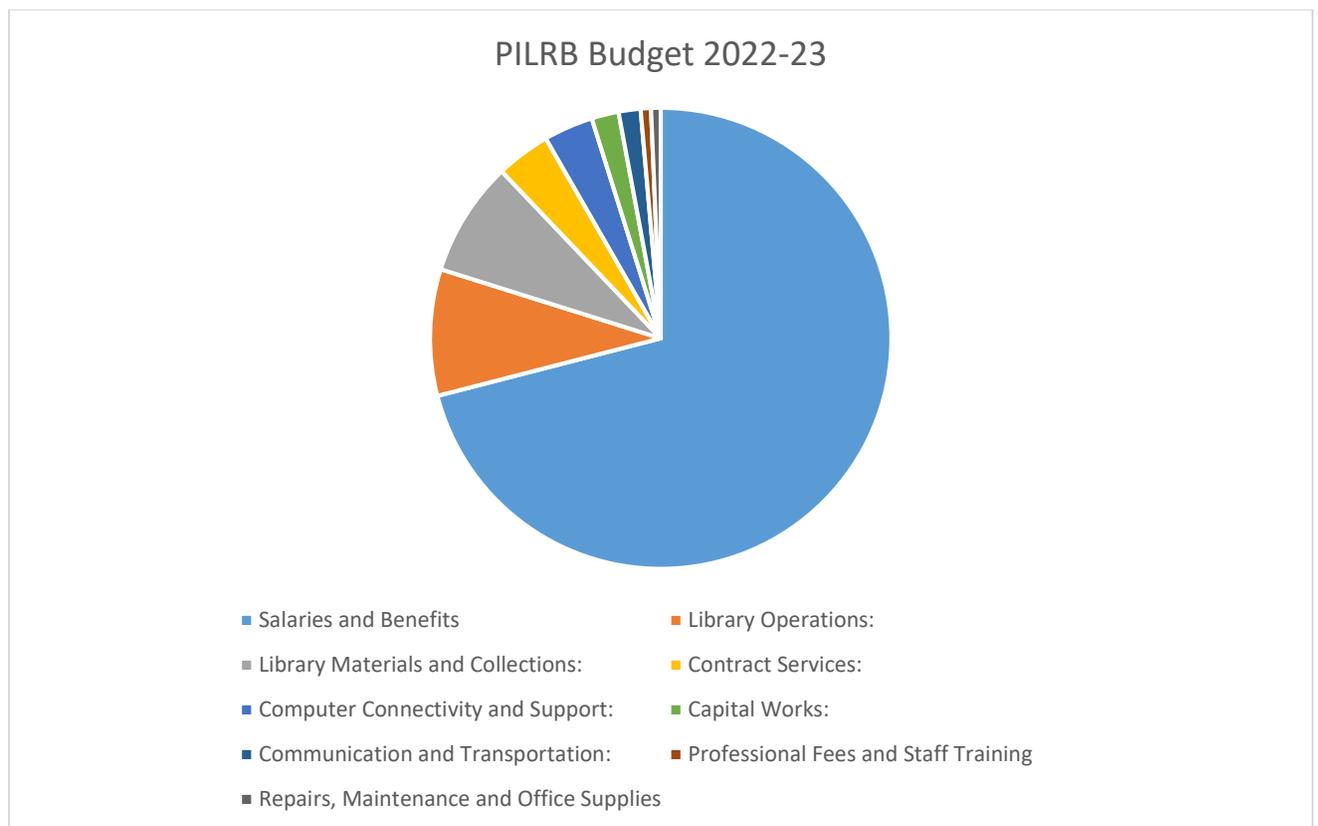
Of the 94 libraries currently in operation, 31 are located in schools, 35 are located in municipal buildings, four are located in government buildings and 24 are located in PILRB-owned or leased facilities.

Funding

The majority of PILRB’s funding is provided by the Provincial Government in the form of an annual operating grant. In addition to this, many of the municipalities, where the libraries are located, support their libraries by providing small grants, rent-free facilities, free cleaning and maintenance, etc. Other library funding is generated, internally, through fees collection, donations and fundraising. PILRB also receives funding for special projects on a regular basis from external agencies and/or the Federal Government. The provincial annual operating budget for 2022-23 is \$12.1 million. The PILRB has allocated these funds to the following areas in 2022-23.

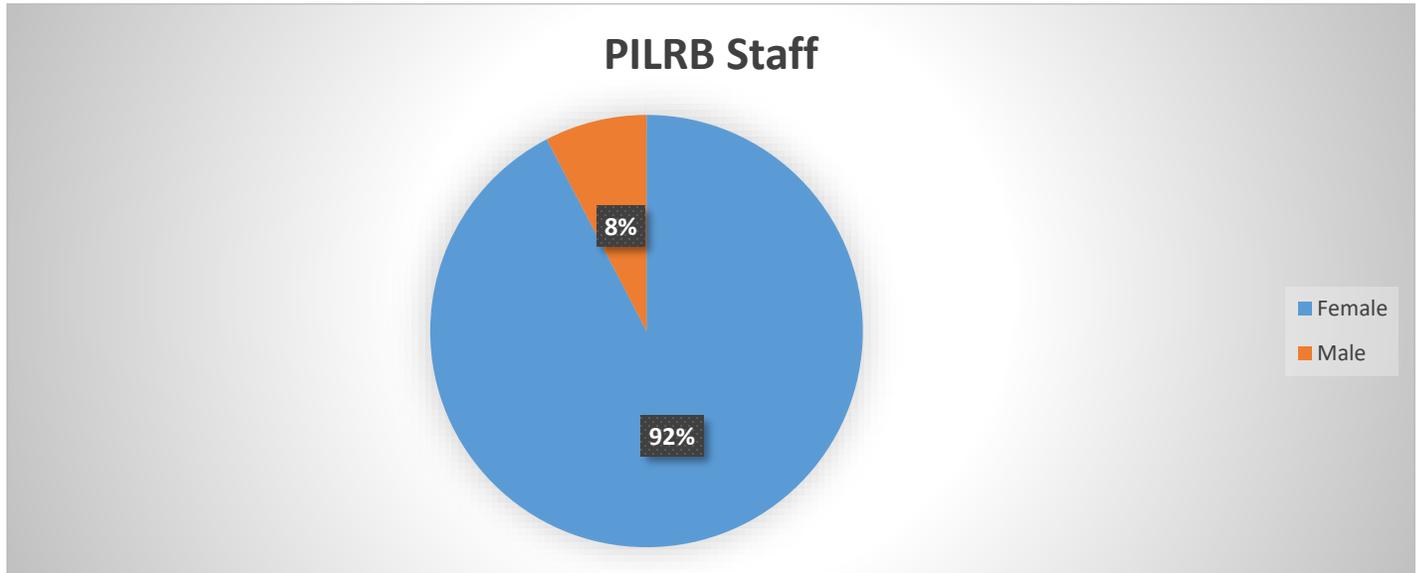
Salaries and Benefits:	\$ 8,618,826
Library Operations:	\$ 1,038,658
Library Materials and Collections:	\$ 977,500
Contract Services:	\$ 462,281
Computer Connectivity and Support:	\$ 420,586
Capital Works:	\$ 230,575
Communication and Transportation:	\$ 187,044
Professional Fees and Staff Training:	\$ 87,500
Repairs, Maintenance and Office Supplies	\$ 82,000

Total Budget 2022-2023 **\$12,142,310**



Staffing Complement

In order to provide library services throughout the province, the organization relies on a dedicated and competent workforce. As of April 1, 2023, PILRB had a total staff complement of 195 full and part-time permanent employees (179 female and 16 male), and 172 substitute (casual) employees (160 female and 12 male) who are called to work in one or more of our library sites when regular staff take leave. Of a combined staff of 376 staff (both full, part-time and casual), 92 per cent are female and eight per cent are male. The bargaining unit employees, including substitutes, are represented by the Canadian Union of Public Employees (CUPE).



Annual Statistics

Each year the PILRB records various statistics to help determine trends and evaluate the effectiveness of library programs and services. The following statistical summaries, from 2021-22, provide an overview of our activities in the areas monitored:

- Of the 510,550 residents of the province (2020 Census, Statistics Canada), 470,041 people (92 per cent) had access (within a 30-minute drive) to a range of library and information services through 94 public library facilities. One hundred per cent of the population had access to library materials either through library facilities or through outreach initiatives such as Books by Mail, electronic resources and digital library services.
- 200,111 individuals were registered as active library patrons representing 39 per cent of the population who have access to a public library.
- 1,211,701 items (library materials) were circulated to users (an average of six items per patron).
- 143,017 reference requests were processed. This represents the number of written and verbal inquiries processed by staff.
- 142,604 interlibrary loans were processed. This represents the number of items transferred from one library to another, within or outside Newfoundland and Labrador public libraries.
- 2,899 library programs were offered. A total of 28,080 people participated in the programs.

- 480,696 items (379,006 e-books and 101,690 audio books) were checked out from our digital library service.
- 37,578 computer use sessions were recorded (30-minute blocks) from 259 public access computers.
- 557,253 wireless sessions were recorded, which represents the number of times patrons connected to the public library using their own computer or device

2. Mandate

The mandate of the board is outlined in the **Public Libraries Act**. It states:

6. (1) The Provincial board shall establish and operate those public libraries in the province that it considers necessary and shall provide support to ensure that library materials, information and programs are available to meet the needs of the public.
- (2) The Provincial board shall provide:
 - (a) a resource collection of selected materials in its provincial reference and resource library which shall be available to the various libraries in the province;
 - (b) a centralized cataloguing and processing service through its technical services department;
 - (c) library service to communities that do not have a local library through its books-by-mail service;
 - (d) centralized administrative services through its provincial headquarters; and
 - (e) other centralized services considered necessary by the Provincial board.

3. Lines of Business

The provision of information to all individuals is the cornerstone of all public library activities. This is achieved through a variety of library services throughout the province to valid library card holders and in some cases individuals without a library card. Library card holders can access information in a library, borrow library materials, participate in library programs, access the Internet through public computers, access electronic resources remotely, participate in outreach services, and access maker space equipment and technologies.

While ideally these services would be provided in all library sites, due to the realities of available staff, open hours and facility size, certain services are only available at select sites. Regardless of where these services are provided, they can be grouped into three distinctive lines of business: information access, information lending and continued learning.

1. **Information access** – The freedom or ability to identify, obtain and make use of knowledge effectively.

In multiple languages, patrons can:

 - a) Access information in print, audio, visual and electronic formats.
 - b) Make queries, and access library catalogues and databases.
 - c) Utilize in-house information.

- d) Use public library computers.
 - e) Utilize free wireless Internet services (can be obtained in or adjacent to the library at selected sites.)
 - f) Use assistive technology, and new technology (at designated sites.)
 - g) Access major collections, e.g. the Newfoundland and Labrador collection, and special interest collections.
 - h) Access online services available from within the library or remotely from personal computers and mobile devices.
2. **Information lending** – The freedom or ability to borrow information in a physical or electronic format.
- a) Public libraries lend print and digital materials and, where available, materials in audio, visual and/or various other formats and languages.
 - b) Patrons are free to use materials on site and, where available, can renew or reserve materials from their mobile electronic device or computer using their library card.
 - c) In some areas of the province patrons can receive home delivery of library materials through the mail, or through their local library home reader service (at designated sites), or digitally through the PILRB's e-library.
 - d) Individuals can also obtain materials, through inter-library loans, from other libraries within or outside the provincial public library system.
3. **Continued Learning** – Formal or informal self-initiated education that contributes to personal growth and development.
- Any person can participate in library programs in multiple forms of literacies which are designed to address the needs and interests of all age groups. These programs are intended to foster literacy, promote culture and a sense of community, increase skills and knowledge or are provided for simple enjoyment.

4. Vision

A public library system providing access to a full range of library services that meet the needs of everyone supporting personal growth, and continued learning while engaging and connecting with people and communities.

5. Strategic Issue

ISSUE: Enhancing Literacy Skills of Public Library Patrons.

Enhancement of any service a public library provides only serves to better society. One inherent way in which public libraries contribute to the well-being of society is through the development and maintenance of literacy skills. Through freely available reading resources and literacy-based programming for adults and children, NLPL supports this province's commitment to strengthening literacy levels throughout the province. Two quotations from *The Way Forward on Adult Literacy* illustrate the importance of literacy and public libraries' crucial role in meeting this strategic goal:

“Strong literacy skills are a cornerstone of social and economic growth.”

“In collaboration with Newfoundland and Labrador public libraries, develop programming to help people strengthen their literacy skill competencies. Parents with stronger literacy skills have better economic security. Better economic security contributes to healthy child development. Public libraries will help us offer a range of adult literacy programs and services. We will offer family literacy programs in areas that may not currently have access to such programming.”

Public libraries contribute to the well-being of our population. Through free access to information sources and recreational reading material, NLPL contributes positively to the social determinants of health. As stated in the *Health Accord*, “social, economic, and environmental factors ... have the greatest impact on our health – 60% overall.”

This issue supports the province's commitment to rural regions, including maintaining regional employment and providing improved public access to library services by the people who live there. As stated in *Rural Lens: Assessing Regional Policy Implications*: “The Government of Newfoundland and Labrador is committed to the sustainability of rural regions within the province.”

Goal: By March 31, 2026, the PILRB will have improved library services.

Indicators:

- Implemented and enhanced literacy-based services for adults and children.

Objective 1: By March 31, 2024, the PILRB will implement and enhance literacy-based library services for adults and children.

Indicators:

- Recruited a Digital Literacy Librarian
- Recruited an Adult Literacy Librarian
- Recruited a French Language Services Specialist
- Completed Year One Objectives of the NLPL Early Literacy Plan:

- Recruited an Early Literacy Administrator and three Early Literacy Training Specialists.
- Assessed the NLPL system and its current Early Literacy needs.
- Continued with previously offered Early Literacy outreach and training initiatives.

Objective 2: By March 31, 2025, the PILRB will have continued implementation and enhancement of literacy-based services for adults and children.

Objective 3: By March 31, 2026, the PILRB will have continued implementation and enhancement of literacy-based services for adults and children.

Appendix 1

Strategic Directions

Strategic directions are the articulation of desired physical, social, or economic outcomes that normally require action by, or involvement of, more than one government entity. These directions are generally communicated by Government through platform documents, throne and budget speeches and policy documents. The **Transparency and Accountability Act** requires entities to consider these strategic directions in the preparation of their performance-based plans. This facilitates the integration of planning practices across Government and ensures entities are moving forward on key commitments.

Strategic Direction # 1: Early Learning and Child Care

Outcome: Accessible and sustainable early learning and child care environment throughout the province.

This outcome supports the policy direction of EDU and will require focus in the following areas:

- Accessible and sustainable early learning and child care programming
- Development of Pre-Kindergarten programming
- Sustainable child care funding model
- Stability of early childhood educator workforce
- Inclusive early learning and child care model

Strategic Direction # 2: K-12 Education

Outcome: Modernization of the K-12 education system towards improved learning outcomes for students.

This outcome supports the policy direction of EDU and will require focus in the following areas:

- Assessment and evaluation practices
- Responsive teaching and learning support
- Interactive and inclusive curriculums
- Learning environment that supports student health and wellness
- A renewed emphasis on higher-order thinking and the application of rich content

Strategic Direction # 3: Post-Secondary Education

Outcome: Optimized contribution that post-secondary system makes to the social, cultural, and economic development of the province.

This outcome supports the policy direction of EDU and will require focus in the following areas:

- Modernize legislative and regulatory structures for post-secondary institutions in the province
- Responsive student financial aid programming
- Innovation and technology development
- Responsive programming
- Evidence-based and responsive adult literacy programming that addresses needs of vulnerable groups.

The Newfoundland and Labrador Public Library system through the provision of library services to the citizens of Newfoundland and Labrador supports all of these strategic directions. The public library system has various physical and electronic resources that would provide information to library patrons in each of these categories.

Appendix 2

Provincial Information and Library Resources Board
Board Membership as of April 1, 2023

Name	Location	Appointment Type
Alpen, Myrtice (Chair)	Lewisporte	Central Board Representative
Barnes, Steve	Grand Bank	Eastern Board Representative
Tobin, Monique	St. John's	St. John's Board Representative
Short, Colin	Port aux Basques	Western and Labrador Board Representative
Butler, Joan (Executive Officer)	Conception Bay South	Lieutenant-Governor in Council
Lovelady, Lisa	St. John's	Lieutenant-Governor in Council
Sheppard, Derrick	St. John's	Lieutenant-Governor in Council
McKellar, Sandra	Conception Bay South	Lieutenant-Governor in Council
Wicks, Hilary (Vice Chair)	St. John's	Lieutenant-Governor in Council

* Note – As of March 31, 2023, there was a Lieutenant-Governor in Council appointment vacant. This appointment is in the process of being filled.

Appendix 3

Newfoundland and Labrador Public Libraries

Board Structures

Secretary

Western Newfoundland/Labrador Regional Board

- 29 Local Boards**
- Bay St. George South
 - Burgeo
 - Cape St. George
 - Cartwright
 - Codroy Valley
 - Corner Brook
 - Cormack
 - Cow Head
 - Daniel's Harbour
 - Deer Lake
 - Happy Valley/Goose Bay
 - Labrador City
 - L'Anse au Loup
 - Lark Harbour
 - Lourdes
 - Norris Point
 - Pasadena
 - Port au Port
 - Port aux Basques
 - Port Saunders
 - Ramea
 - Rocky Harbour
 - St. Anthony
 - St. George's
 - Sop's Arm
 - Stephenville
 - Stephenville Crossing
 - Wabush
 - Woody Point

Central Newfoundland Regional Board

- 33 Local Boards**
- Baie Verte
 - Bishop's Falls
 - Botwood
 - Buchans
 - Carmanville
 - Centreville
 - Change Islands
 - Fogo Island
 - Gambo
 - Gander
 - Gaultois
 - Glenwood
 - Glovertown
 - Grand Falls-Windsor
 - Greenspond
 - Harbour Breton
 - Hare Bay
 - Harry's Harbour
 - Hermitage
 - King's Point
 - La Scie
 - Lewisporte
 - Lumsden
 - Musgrave Harbour
 - Norris Arm
 - Point Leaminton
 - Robert's Arm
 - St. Alban's
 - Seal Cove
 - Springdale
 - Summerford
 - Twillingate
 - Wesleyville

Eastern Newfoundland Regional Board

- 29 Local Boards**
- Arnold's Cove
 - Bay Roberts
 - Bell Island
 - Bonavista
 - Brigus
 - Burin
 - Carbonear
 - Clarenville
 - Conception Bay South
 - Fortune
 - Fox Harbour
 - Garnish
 - Grand Bank
 - Harbour Grace
 - Holyrood
 - Marystown
 - Mount Pearl
 - Old Perlican
 - Placentia
 - Pouch Cove
 - St. Bride's
 - St. Lawrence
 - Southern Harbour
 - Torbay
 - Trepassey
 - Trinity Bay North
 - Victoria
 - Whitbourne
 - Winterton

St. John's Regional Board

- 1 Local Board**
- A.C. Hunter
 - Marjorie Mews
 - Michael Donovan