



Newfoundland & Labrador
Public Libraries

Library Locations Service Delivery Standards

LIBRARY LOCATIONS SERVICE DELIVERY STANDARDS REPORT

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The committee was asked to create the locations standards recommended in *The Organizational and Service Review of the Newfoundland and Labrador Public Library System*. The report stated (pg. 62):

The Provincial Board should:

- A. Identify a desired “minimum population served” threshold for a public library site as a basis for further analysis.**
- B. Identify a proximity threshold and use it as a basis to identify libraries that are in close proximity to one another. This will help identify opportunities for consolidation, closure and reinvestment or pooling of resources (e.g., people, materials and hours) and increase access and services for multiple communities in the catchment area.**
- C. Identify and assess libraries that have low usage/utilization. The Provincial Board should identify sites with low utilization statistics and where possible determine cause (e.g., limited community demand, low or inconvenient operating hours).**

The *Organizational and Service Review of the Newfoundland and Labrador Public Library System* (the EY Report), pointed out that the “NLPL has evolved over 80 years in a manner that has resulted in a suboptimal number and location of libraries and a resultant suboptimal use of scarce funding. There are a number of libraries located very close to each other and several in very small communities with declining populations. As a result of these challenges, the NLPL is significantly underperforming in key aspects of service delivery including operating hours, collections, programs, technology and facilities”. (pg. 4-5)

DATA COLLECTED

In addition to using the data from the EY report, we collected and compiled other data into two spreadsheets:

1. A “Distances” spreadsheet which included every community in Newfoundland (with the population figures from the most recent 2016 Canadian census) and the travel time to the closest library within 15, 20 and 30 minutes. The EY Report had used 2011 Census figures but we used the 2016 Census figures in order to make this report as up-to-date as possible. We used the same methodology to measure distance used by EY: “The distance threshold represents the amount of time in minutes required to drive from one community to the closest public library. The driving distance also takes into consideration any ferry crossing time. The data is based on the distance “Community to Community Distances” developed by the Newfoundland and Labrador Statistics Agency. In the instances where a community has more than one library within a distance threshold, the closest library will be considered as the service point of the community. The three public libraries in St. John’s are joined and considered as one when looking at the service coverage area as they share the same population.” (pg. 113).

The “Community to Community Distance Finder” (which is also referred to on the website as the Newfoundland & Labrador Road Distance Database (NL-RDDb)) website explains that “The ‘travel time’ is calculated as minimums but by using the cumulative times of traversing the road segments at the established rate of speed.... The communities’ points have been assigned to the approximate center of the community based on a combination of satellite imagery and 1:50,000 scale maps...

The results of the NL-RDDb have been compared to the "Kilometer Guide" of the Department of Tourism - Traveler's Map and results produced by online mapping programs, such as Google Maps."

2. A "Compiled Stats" spreadsheet, which included the following for each library:
 - The 2016 populations of the specific towns where the libraries are located.
 - Population projections for 10 years from the *Regional Population Projections Newfoundland and Labrador 2016-2036*. These figures can be used by the board to justify divesting libraries with already small populations which are projected to get smaller within the next 10 years. We chose to include figures derived from the Medium Historic Survival (HS) model. The Historical (Cyclic) Survival Model assumes existing age specific birth and death rates, with migration (intra-provincial, interprovincial, and international) rates set to cycle through period of high and low growth (as they have in the last 10-15 years). The Medium cycle model assumes that migration for 2016-21 will be at a lower rate (based on 2001-06) and 2022-2027 at a higher rate (based on 2006-2011). The projections need to be looked at in conjunction with the actual population change of a given town since the last census, since the decline in an area as a whole may not reflect what is happening in a given town. For example, Gander is in an area with a projected decline of 7.46%, yet the town has grown 5.7% in the last 5 years.
 - The proximity of each library to their nearest library and the distances in terms of travel time to those libraries.
 - The usage stats for 2016/17, including Adult Circulation, Juvenile Circulation, ILLs loaned, ILLs Borrowed, Total Circulation, Total # of Programs, Wifi Sessions, Public Sessions – to identify libraries with low usage.
 - Borrower registration figures from the Horizon patron database.
 - As a way of determining whether the communities with libraries were service centres for the area, the grocery stores and hospitals, community health centres, and child health clinics in the towns with libraries were obtained. The Newfoundland and Labrador Statistics Agency's "Community Infrastructure Mapping System" was used for the latter. For the former, the online NL yellow pages and grocery store chain websites were used. A grocery store was distinguished from a larger convenience store in that customers would be able to buy meat, vegetables and fruit, which you would normally not find in a convenience store. Without visiting the stores, it was difficult to determine if a store was a grocery store or just a convenience store, if it was not part of a recognized chain like Dominion, Sobeys, Colemans, Foodland, Co-op, IGA, Save Easy, or Clover Farm.

PROVINCIAL LOCATIONS STANDARDS

We reviewed a number of provincial standards for locations of libraries.

NLPL 1980 Standards – The 1980 standard for establishing a library was that it had to serve a community or area with a minimum population of 1,000 or more people.

Manitoba - A library facility will only be built if the community or region can demonstrate a stable population of 250 or greater over the past five years. People residing in the service area are required to travel less than 30 minutes to reach the nearest stationary or mobile library service outlet.

Saskatchewan

Saskatchewan's Public Library System includes seven regional library systems, in addition to their municipal libraries in Regina and Saskatoon, and their Northern Libraries. The Regional Libraries include branches in

towns with as little as 260 people. The province of Saskatchewan's Public Libraries Act, 1996 states: "Part VI. 57(1) A northern community public library may be established in any northern municipality or other area prescribed in the regulations, or by agreement between two or more northern municipalities or areas of northern Saskatchewan where no other public library is established."

Alberta - Their guidelines for hours and facilities and collections has populations up to 600, 1200, 3,000, 5,000, 10,000, 25,000, 60,000, 100,000, so presumably they have allowed libraries to be established in communities of 600 people. Appendix # 5 contained the "Facility Guideline for a Branch in a Large Community (over 50,000) (Courtesy of the Edmonton Public Library)" which is an example of a standard for urban branches. A minimum existing population of 20,000, with the potential to grow to 30,000 or 35,000 within five years, is necessary to support a viable and cost effective branch library operation. They state that "This criterion is consistent with the practices of most other large Canadian public libraries". In Edmonton, a standard has been established whereby branches will be located not more than 5 km apart, thereby enabling each to have a service area radius of approximately 2 to 2.5 km.

New Brunswick - established standards for establishing a library based on the following categories:

- a community with a population of 800 to 999 and at least 20 km from the nearest public library
- a community with a population of 1,000 to 2,999 and at least 10 km from the nearest public library;
- a community with a population of over 3,000, regardless of distance from another site; or
- a community that is geographically isolated from an existing library, e.g., an island.
- Public-school libraries should be considered only in communities of less than 1,000 people

ARUPLO (Administrators of Rural-Urban Public Libraries of Ontario) - The minimum population required to support a branch library is 1,000 people located in the catchment area for the branch ... Members of the public travel no more than 30 minutes in a motorized vehicle under normal driving conditions to access basic library services offered by their municipal library system or by another municipal library system.

Nova Scotia - For a community to consider a new public branch library, it must have a minimum population base of 1,500 and be 5-15 km (see catchment area on page 5) from the nearest public library. Travel hardship to another library (e.g. an island) or a community which serves a particular language or a cultural group may temper these criteria.

OUR RECOMMENDED STANDARDS

The New Brunswick standards seem most applicable to our province, being an Atlantic Province with similar economic challenges and aging demographics. However, we are not proposing that all elements of their standards be adopted. For one thing, they refer to the population of the community, while many other standards talk in terms of population served in "catchment areas".

We decided to use "Population Served within 20 minutes" (using 2016 census figures), in determining the population threshold. At the public consultations, some attendees complained that 15 minutes was too close and 30 minutes was too far, so this was a compromise.

A. MINIMUM POPULATION SERVED THRESHOLD

The 1980 NLPL standards used a threshold of 1,000 for establishing a library. Most standards talk in terms of minimum populations served to open a new branch, not to close existing ones. Few standards actually mention closing libraries. There are grounds to have two types of population thresholds: one for establishing a new library, and one for closing existing libraries because the population is too low and is

expected to decline further in the coming years, making it more difficult to hire new staff or substitutes, among other issues.

Population Threshold to Establish a New Library

The cost and staff-time involved to establish a new library where none exists currently is enormous, from the one-time cost of purchasing shelving, furniture and computers, a startup collection, and time spent on finding a site, hiring and training staff: and the ongoing costs of heat & light, telephones, rent, janitorial, the staff salary, and new materials each year. As a result, it seems reasonable to maintain or even increase the 1980 NLPL standard of 1,000 minimum population to establish a new library.

Population Threshold to Close an Existing Library

The existing libraries are already setup. Staff have been trained. Furniture, shelving and computer equipment are already onsite and there already is a clientele using these libraries. Closing them would result in much negative PR, so it is reasonable to have a lower population served threshold for closing existing libraries than for establishing new ones.

We propose the following **Minimum Population Thresholds to Close an Existing Library**. If the Population Served using 2016 Census figures within a 20 minute drive is:

a) Less than 500 people

The NLPL should consider divesting from libraries in these communities regardless of their distance from another library. These libraries are not sustainable, and hiring staff and substitutes is can be challenging for them. For examples, job competitions to find substitutes in the following communities have resulted in no applicants in recent years: Ramea, Daniel's Harbour, Trespassey. Lumsden, Hermitage, Old Perlican, St Lawrence and even in some larger towns like St. Anthony, Placentia, and Torbay, This will only get worse as the populations of the small communities continue to age and decline over time. Although the New Brunswick and Nova Scotia standards mentioned making possible exceptions for isolated communities on islands, we decided not to recommend this. The populations of these small communities are projected to decline in the next 10 years, and there has to come a point where serving the few patrons remaining through alternative means such as Books-by-Mail and the eLibrary becomes more reasonable.

b) Between 500-799 people and which are in communities which are 20 minutes or less from another library

The NLPL should consider divesting from libraries in these communities. Since the travel time of 20 minutes was considered reasonable to use for the Population Served figure, it follows that it would not be unreasonable to expect patrons in communities of 500-799 to visit a larger library 20 minutes away. In many cases, that library is located in a service centre. For example, Garnish, has a Population Served of 737. Residents will travel less than 20 minutes to go to the Sobeys in Marystown or visit the Burin Peninsula Health Care Centre in Burin, since Garnish does not have a grocery store or health clinic. The same is true for Cormack. Residents there will travel 18 minutes to Deer Lake regularly.

c) Greater than 800 people

These would remain in the system (although they could be affected by the Proximity Threshold standard which follows in this report)

Table 1 lists the libraries with population served of less than 800, and the potential outcome if the standards above were applied. 15 libraries would be affected.

Table 1.

Libraries with Population Served under 800 (using population served within 20 min)						
Outcome for Library	Library	Pop Served 2016	Town Pop Change since 2011	Harris Rep 10 yr (%)	Projected Pop Served in 10 yrs	Nearest Library
Divest (< 500 pop served)	Gaultois	136	-24.0%	-12.32	119	Hermitage (20m ferry)
Divest (< 500 pop served)	Harry's Harbour	202	5.8%	-29.71	142	King's Point (29m)
Divest (< 500 pop served)	Change Islands	208	-19.1%	-13.27	180	Summerford (1 hr 23m)
Divest (< 500 pop served)	Greenspond	266	-12.8%	-12.21	234	New-Wes-Valley (31m)
Divest (< 500 pop served)	Seal Cove	303	-0.3%	-12.32	266	Baie Verte (16m)
Divest (< 500 pop served)	Fox Harbour	372	-6.7%	-13.93	320	Placentia (21m)
Divest (< 500 pop served)	Daniel's Harbour	383	-4.5%	-17.14	317	Cow Head (31m)
Maintain (incl Gaultois pop)	Hermitage	422	-6.2%	-12.32	370	Gaultois (20m ferry) – Harbour Breton (44m)
Divest (< 500 pop served)	Cartwright	427	-15.3%	-14.95	363	L'Anse au Loup (5 hr 37m)
Divest (< 500 pop served)	Ramea	447	-15.0%	-12.32	392	Burgeo (1 hr 23m ferry)
Divest (< 500 pop served)	Southern Harbour	460	-30.9%	-9.84	415	Arnold's Cove (17m)
Divest (< 500 pop served)	Sop's Arm (Pollard's Pt)	463	21.4%	-8.85	422	Deer Lake (1 hr 8m)
Maintain (no lib within 20m)	St. Bride's	565	-18.2%	-13.93	486	Placentia (45m)
Maintain (no lib within 20m)	Point Leamington	634	-4.5%	-8.72	579	Botwood (27m)
Maintain (no lib within 20m)	Buchans	642	-7.8%	-8.72	586	Grand Falls-Windsor (1 hr 16m)
Divest (Lib 20m)	Cormack	661	-1.3%	-8.85	603	Deer Lake (18m)
Maintain (no lib within 20m)	Trepassey	667	-15.6%	-13.88	574	Holyrood (1 hr 53m)
Divest (Lib 20m)	Norris Point	670	-2.2%	-17.14	555	Rocky Harbour (10m)
Divest (Lib 20m)	Garnish	737	4.2%	-10.57	659	Marystown (20m)
Divest (Lib 20m)	King's Point	749	-2.4%	-29.71	526	Springdale (20m)
Maintain (no lib within 20m)	Lumsden	749	-8.1%	-12.21	658	New-Wes-Valley (26m)

It's important to keep in mind that the "Population Served within 20 minutes" figure for a particular library may need to be revised as a nearby library is divested, since it may now may serve that community. For example, if the NLPL were to close Gaultois, its population would then be served by the Hermitage Library which is 20 minutes away by ferry. In that case, Hermitage's population served figure would go from 422 to 558, which makes it higher than the 500 minimum threshold level. Although it is still within the 500-799 threshold level, it's more than 20 minutes from the next library, which would now be Harbour Breton (44 minutes away). Thus Hermitage would be maintained, if Gaultois was divested.

The libraries identified in blue above are more than 20 minutes from another library and would remain in the NLPL according to this standard.

The New Brunswick standards stated that whether the community was geographically isolated or on an island could be a factor in opening a new library. Gaultois, Change Islands and Ramea are all on islands. However, we still feel that if their populations are smaller than 500, they should not be maintained, since the communities will likely continue to decline in the next 10 years. The projected population for Gaultois in 10 years is 119, for Change Islands, it is 180, and for Ramea, it is 392.

Cartwright is more than 5 hours away from another library, but its population served is 427 and is projected to decline to 363 in the next 10 years.

The NLPL could serve these small populations through Books by Mail, the eLibrary and the NLPL's Digital Library's magazines and newspapers.

There are other Labrador locations without a library with a higher population such as Nain, which has a population of 1,125. As well there are very large communities in the growing northeast Avalon which currently don't have libraries, such as Paradise with a town population of 21,389 and Portugal Cove-St. Phillips with a population of 8,147.

B. PROXIMITY THRESHOLD

We recommend that libraries **within 10 minutes of another library**, should be amalgamated with the larger nearby library. This would mean transferring the staff hours, and where feasible the collection or collection budget to the remaining library. The following exceptions would apply however:

- Any library in a community with a population of 3,000 or more would not be amalgamated regardless of how close they are to another library. This is similar to the New Brunswick standards.
- For urban libraries, proximity thresholds can be quite different, since branch libraries are frequently within 10 minutes of other libraries. We recommend that a branch library exist for every 20,000 population of a city (see Edmonton's standards).

The decision as to which library of the two libraries in close proximity would remain open would be based on a number of criteria which might include:

- A higher population in its community and its role as a service centre
- Higher usage figures
- If there are issues with one facility, and the other would be a much better facility serving both communities with better hours and a better collection
- If there are no restrictions on library hours in one facility, but restricted hours in the other library (i.e. it's located in a school which won't allow public access during school hours)
- If there is no lease or rental costs with one library compared to the other

If two municipalities amalgamate, the libraries serving those two towns should amalgamate as well, unless the population of the smaller community was 3,000 or higher.

This does not mean that a library which does not meet the Minimum Population Served Threshold can't simply close (for example, Norris Point may simply close rather than be amalgamated with Rocky Harbour). In this case, there would be no transfer of hours or collections budgets from Norris Point.

Table 2 shows the libraries which could be impacted by this Proximity Threshold standard.

Table 2.

Proximity Amalgamations (if the town pop is less than 3,000 & there's another library within 10 min)					
Libraries which would amalgamate	Pop of Town (2016)	Pop Change of town since 2011	Harris Report 10 yr projection (%)	Projected Pop of Town in 10 yrs	With Nearest Library
Norris Point	670	-2.2%	-17.14	555	Rocky Harbour (10m)
Fortune	1,401	-2.8%	-10.57	1,253	Grand Bank (9m)
Victoria	1,800	2.0%	-7.61	1,663	Carbonear (6m)
Wabush	1,906	2.4%	3.66	1,976	Labrador City (7m)
Harbour Grace	2,995	-4.3%	-7.61	2,767	Carbonear (8m)

The Proximity Threshold of 10 minutes, is half the amount of the Population Served which is 20 minutes. The reason they are not the same, is that the Population Served figure includes all the communities surrounding a library, which don't have a library, and suggests that they are within a reasonable driving distance of the community which does have a library. The Proximity Threshold figure looks at two nearby communities which both have libraries. A single library combining the resources of both would be not only more cost-effective but could be open more hours, have a greater selection of materials and have more programming. If the NLPL had to start all over establishing libraries on a blank slate, it would not choose to put two libraries so close together.

C. LIBRARIES WITH LOW USAGE/UTILIZATION

The third recommendation in the EY report was that the Provincial Board should identify sites with low utilization statistics and where possible determine cause (e.g., limited community demand, low or inconvenient operating hours).

Table 3 includes some usage statistics from the 2016/17 fiscal year for the 22 lowest circulating libraries. Only the libraries in bold font are in Table 1 and Table 2 (i.e. they would be divested). There are some libraries in the table which have low circulation but which have higher population served. Should they remain in the system, it will be necessary to determine the cause of the lower than expected circulation, and address it if possible.

Circulation figures have to be looked at with caution. Only some libraries are automated and these are identified. What we can say with certainty is that libraries with low circulation probably are accurate.

Circulation for school/public libraries could also change dramatically if NLESD officials in a Division decide that school/public libraries can only be open after school hours due to the *Safe and Caring Schools* policy.

Borrower figures are included but also have to be used with caution, since some non-automated libraries are still using the cardboard library cards, and have not registered all their patrons on Horizon. In addition, the database has not been purged of inactive patrons in recent years. This would impact the figures in the “% Population Served Registered” column and the “% of the Town Registered” if not all patrons in non-automated libraries are in the Horizon database.

In Table 3, the libraries were given a ranking by circulation from the highest circulating library being ranked 1 and the lowest circulating as 94. The rows are sorted with the lowest circulating libraries at the top. They were also given a ranking according to their Population Served, from smallest to highest. It would be expected that a library with a larger number in the Circulation ranking would also have a larger number in the Population Served ranking, since if there isn't a large population in the area, we wouldn't expect the library to have a large circulation.

The libraries highlighted in pink are ones where there is a gap of more than 20 points in their Circulation rank and their Population Served rank. For example, Bay St. George ranked 93rd in circulation and 65th in Population Served. It's lower than expected circulation could be due to the fact that 104 residents of Bay St. George South are registered users of the Stephenville Library, compared to 120 residents of Bay St. George South who are registered at their own library.

This is also true of St. George's, where almost twice the number of St. George's residents are registered at Stephenville rather than their own library. A similar phenomenon is seen with Victoria, where almost 4 times the number of residents are registered at Carbonear compared to the library in Victoria, and at Pouch Cove, where 301 residents are registered at A.C. Hunter or Marjorie Mews in St. John's compared to the 188 registered at Pouch Cove. In these cases, the proximity of a larger library which has more materials, is open more hours and is within fairly close driving distance is undoubtedly a factor. It's not possible to determine from the Horizon database how many of these residents actually commute to the larger community to work.

Some of the libraries which rank very low in circulation, have a much better ranking for the use of their Wifi services. Daniel's Harbour ranks at the bottom for circulation (94th), but it's Wifi usage ranks 49th. Gaultois ranks 92nd in circulation, but the Wifi usage is ranked 29th in the province. Cormack is ranked 90th in circulation, but 20th in Wifi usage. This points out the need to provide some sort of Wifi access in the communities if the NLPL divests of these libraries.

Although it's difficult to pinpoint exactly why a given library has low utilization, the factors which would typically affect usage would include: low library materials budgets; an aging and declining population; low number of opening hours and opening hours at times which are not optimal for the public. For public libraries in schools, the sign-in procedures can create an obstacle to the public using the libraries during school hours, and school board policies which restrict opening hours to only hours after school is out, can prevent more children from accessing the library. Finally there may not be enough public awareness of the services.

Table 3.

Libraries	2016/17	Auto	Circ rank	Wifi		PC		Pop Served		# Borr	% Pop		Town Pop	% Reg	# of Residents Registered at		
	Total Circ			#	Rank	#	Rank	#	Rank		Served	Reg			This Lib	eLib	Other libs
Daniel's Harbour	535	n	94	1,981.5	49	684	62	383	86	80	20.9%		253	31.6%	58	1	
Bay St. George	712	y	93	416.7	83	2,224	33	1,103	65	216	19.6%		1,103	19.6%	120	10	104 (wst)
Seal Cove	977	n	92	1,117.2	67	290	81	303	88	10	3.3%		303	3.3%	9	10	18 (cbv)
Gaultois	1,103	n	91	4,315.4	21	566	65	136	92	20	14.7%		136	14.7%	19	3	
Cormack	1,205	n	90	4,375.3	20	2,154	34	661	77	164	24.8%		597	27.5%	149	9	84 (wdl)
Southern Harbour	1,258	n	89	393.5	85	165	88	460	82	114	24.8%		369	30.9%	98	3	
Winterton	1,531	n	88	2,177.0	44	37	94	1,359	57	125	9.2%		450	27.8%	75	11	16 (acr)
Hermitage	1,552	n	87	886.0	74	246	85	422	85	54	12.8%		422	12.8%	54	3	
Robert's Arm	1,627	y	86	636.2	76	365	74	1,229	62	292	23.8%		805	36.3%	152	11	
La Scie	1,728	n	85	891.7	73	1,035	54	1,400	56	74	5.3%		872	8.5%	63	14	
St. Bride's	1,892	n	84	304.7	87	511	67	565	80	51	9.0%		252	20.2%	26	4	
Pouch Cove	2,051	y	83	960.5	71	365	75	2,521	33	212	8.4%		2,069	10.2%	188	31	301 (sja-sjh), 21
L'anse au Loup	2,056	n	82	573.4	79	506	68	1,207	63	109	9.0%		558	19.5%	60	10	
St. George's	2,203	y	81	9,233.9	7	3,243	21	1,650	50	155	9.4%		1,203	12.9%	136	4	270 (wst)
King's Point	2,448	y	80	1,646.9	55	2,439	31	749	73	187	25.0%		659	28.4%	174	7	
Cartwright	2,451	n	79	571.7	80	1,172	53	427	84	211	49.4%		427	49.4%	205	4	
Bell Island	2,629	n	78	1,510.2	59	2,759	25	2,468	35	53	2.1%		2,146	2.5%	56	33	72 (sjh-sja)
Victoria	2,736	n	77	583.6	78	105	92	3,286	27	66	2.0%		1,800	3.7%	56	23	199 (acr)
Harry's Harbour	2,759	n	76	143.3	90	251	83	202	91	65	32.2%		73	89.0%	35	0	
Harbour Breton	2,922	y	75	2,269.9	43	105	93	1,634	51	235	14.4%		1,634	14.4%	233	11	
Arnold's Cove	2,951	n	74	416.0	84	132	90	1,748	48	182	10.4%		949	19.2%	153	12	
Trepassey	2,961	n	73	375.9	86	110	91	667	76	123	18.4%		481	25.6%	113	19	

CONCLUSION

The EY Report included the following key findings:

- The current physical footprint (Physical Footprint) provides coverage to 92.4% of the Province's population located within a 30-minute driving distance of a library (84.7% based on a 15-minute driving distance).
- The Province has significantly more libraries per population than the national and Provincial Comparator group averages.
- Many libraries are very close to one another, offering many communities and citizens multiple public library options.
- Several communities with physical libraries have very small and declining populations, calling into question the sustainability of libraries in certain communities". (pg. 25)

Should the Provincial Board choose to divest from the 19 libraries indicated in Table 1 and 2, the NLPL would still provide coverage to 450,585 residents who are within 20 minutes of a library. Out of the 2016 population of the province of 519,716, this would be 86.7% of the population.

The EY report pointed out that "with 94 public libraries serving an overall population of 530,100 (2016 projection), the Province has one public library per every 5,639 residents. Compared to other Canadian provinces, the Province has more libraries per resident than all but Saskatchewan". (pg. 26) The population projection of 530,100 was optimistic on EY's part. Adjusting it with the 2016 census figures, the Province currently has one public library per 5,529 residents, which is still the second largest # of libraries per capita.

With 75 libraries remaining, the Province would have 1 library per 6,930 residents, which would be higher than all but Saskatchewan (with 3,688) and PEI (with 5,715).

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