Newfoundland & Labrador Public Libraries

Collections

Service Delivery Standards

COLLECTIONS SERVICE DELIVERY STANDARDS

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Executive Summary

This report outlines the current situation and challenges with respect to library collection standards and library materials budgets and at the Newfoundland and Labrador Public Libraries (NLPL). It surveys library collection standards in other jurisdictions, makes recommendations for improving service delivery in the area of physical and digital collections, and proposes a set of standards for collections at NLPL.

The report addresses Service Delivery Recommendation B from the *Organizational and Service Review of the Newfoundland and Labrador Public Library System:* "The Provincial Board's multi-year strategy should include service delivery standards developed in consultation with the regional boards. Standards by collection category should be established for both collection size and annual investment. Standards will serve as targets against which to measure ongoing progress and performance (45)."

This report makes 6 recommendations:

1. Set Library Standards
2. Increase Digital Library Offerings
3. Increase Library Materials Budgets to meet standards
4. Benchmark Library Materials Budgets against national averages
5. Plan for rising costs
6. Increase efficiency of library material sharing between libraries

This report includes proposed collection standards for the following areas (by size of library):

- Scope of collection (types of materials)
- Size of collection (total number of items per capita)
- Age of collection (percentage of items new within 5 years)
- Acquisition rate (new items per year per capita)

Based on the proposed standards, the report calculates the budget required to meet those standards at current prices, as well as the budget needed to match national averages for per capita library materials expenditures.

Current situation and challenges

According to the recent results of the public consultation process reported in the *Organizational and Service Review of the Newfoundland and Labrador Public Library System*, library collections were the area of library service with which participants were least satisfied (45). Respondents stated that "collections are dated, limited and the rate of replenishment is low in rural libraries, resulting in lower variety and quality (41)." Less than half of library staff surveyed felt the collections met patrons' needs.

There are several very significant challenges that affect NLPL's ability to provide vital collections that meet the needs and expectations of patrons:

Low budgets compared to other provinces: The *Organizational and Service Review* noted that the NLPL library materials budget was by far the lowest per capita in the country, and well below even the average of other provinces with similar geographic and economic challenges (42).

- NLPL: $1.66/capita
- National average: $4.31/capita
- Average for comparable provinces: $4.20/capita (Saskatchewan, Manitoba, Nova Scotia and New Brunswick)

Decreasing budgets: Not only are library materials budgets by far the lowest in the country, they have also steadily been decreasing:

- Decreased from $1.13M in 2012 to $.88M in 2016-17 (42)

Increasing costs: While budgets have decreased, inflation has driven up the real cost of operations every year, and the price of books has increased much faster than the price of inflation, due in part to poor currency exchange rates. This means that purchasing power has decreased significantly since 2012.

Price increase over the last past 3 years (according to the *LSC Canadian Library Purchasing Power 2017*):

- General Inflation: 3.74%
- Increase in Hardcover books prices: 11.4%

Comparison of budget to buying power at NLPL over the period from 2011-12 and 2016-17:

- NLPL library materials budget (dollars): 22% decrease[1]
- NLPL library materials purchased (items): 33% decrease[2]

High number of libraries per capita: Not only does NLPL have a smaller budget than comparable library systems in Canada, it also has a high relative number of libraries per capita. NLPL has roughly double the number of libraries per capita compared to Nova Scotia and New Brunswick[3] (two of the most similar library systems), and less than half the per capita library materials budget of both these systems. This means that on average, NLPL has less than one quarter the library materials budget per library location compared to these comparable systems.

Increase in demand for digital services without lessening of need for physical collections: Another pressure on library materials budgets has been the increased availability of and demand for digital services. While this is a valuable and exciting development, it has not been a simple shift of format from print to digital, but a broadening of the scope that library materials budget must cover. While use of eBooks, databases and other digital library products has increased dramatically over the past few years,

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[1] *Organizational and Service Review of the Newfoundland and Labrador Public Library System* (42)
[2] Calculated based on *NLPL Annual Report 2011-12* and *NLPL Annual Report 2016-17*.
[3] NLPL has 18.1 libraries/1,000 people. Nova Scotia has 9.1 libraries/1,000 people, and New Brunswick has 8.6 libraries/1,000 people. (Based on 2016 census data.)

use of physical materials has not dropped off proportionately for either libraries or the retail market (except in some discrete areas such as reference and mass market romance.).

New digital offerings have created a valuable opportunity to attract and serve patrons who were not traditional library users, and it is a very important investment. That said, physical collections are still important and in demand, and will continue to be for many years to come.

Inefficient infrastructure for sharing collections between NLPL locations: Borrowing from other NLPL library locations is especially crucial for small rural libraries with limited space and holdings. It is standard practice in other multi-branch public library systems to allow patrons to use the online catalogue to place holds on items in other locations. NLPL only allows this in the St. John's Metro area. For all other parts of the province, NLPL uses an "internal inter-library loan" system which requires patrons to visit the library in person during opening hours to place their request on a paper form. This is an inefficient use of staff time, a significant barrier to good service in rural locations, and results in less efficient use of the library materials budget.

What's at stake?

Even though libraries offer increasingly diverse services, the book is still largely seen as the brand of the library (OCLC, 38), one of the de facto standards on which a library will be judged by the public. If libraries fail to provide relevant and appealing collections, it will be a difficult to attract and retain patrons.

Libraries are competing not only with retails sources of books, DVDs and digital products, but are also competing for time and attention in today's attention economy. If a library does not have a relevant and appealing book on the shelf or in our digital offerings when patrons visit, or the wait is too long, some people may choose to buy the item elsewhere, whereas other people may choose not to read a book at all. Even if people do choose to buy materials instead of borrowing them, they are not likely to borrow the quantity of materials they would at a   library. This is especially true for parents of preschool age children who routinely borrow picture books by the armload each week. At retails costs, the value of the materials borrowed from NLPL libraries in 2016-17 was $39,722,650.55.

This is not simply a matter of competing for market share. If other means of access become the standard for residents of Newfoundland and Labrador, the risks are not just lower library usage but an increase in the implications for the economic divide between those who could and would get books and quality information through other means, and those who could or would not. Library materials (and other library services) support early literacy, adult literacy, health, employment, recreation and many other domains of well-being. If libraries do not have viable collections, these are the domains where the effects will be experienced over time, and more so by those who are most vulnerable.

This challenge can also been seen as an opportunity. Since library materials budgets in Newfoundland and Labrador have historically been very low compared to outside standards and per capita investments in other provinces, there is a great opportunity to have an impact on literacy, academic achievement, health and well-being in a way that hasn't been possible in the past. The investment needed is relatively small compared to the scale of budgets for health and education in the province, and this type of

investment been shown to have measurable impacts on outcomes (or estimated savings) in the areas of health and well-being, cognitive development, future earnings, and academic test scores[4].

Recommendations

1. **Library Standards:** Set collection standards for physical materials including collection size, age of collection, and annual acquisition rate by library and overall.
2. **Digital Library offerings:** Increase digital library offerings (both eBooks and other digital resources) to provide good service, meet demand, and stay relevant in a changing information landscape.
3. **Library materials budget:** Increase library materials budget to meet the collection standards for physical library materials and the increased digital library offerings.
4. **Library materials budget benchmarks:** Aim to match or exceed average Canadian per capita spending on library materials (or at least match/exceed the average per capita spending in geographically and economically comparable provinces). This is not an end goal, but simply a benchmark that should be met.
5. **Plan for rising costs:** Plan to increase library materials budgets year over year to keep pace with inflation, increases in book prices above inflation, increases in use of digital services, and availability of new formats and new digital services.
6. **More efficient sharing:** Enable more efficient sharing of collection by allowing patrons to place their own holds using the online catalogue.

Recommendation 1: Library Standards

NLPL did previously have standards for collection size, and the *Organizational and Service Review* does calculate that these standards are met in many locations (44). However, as noted in *Standards and Guidelines for Australian Public Libraries,* "'Items per capita' alone is not a sufficient indicator of collection quality. Items per capita may be artificially inflated if the collection is not regularly weeded and the age of stock drifts out, or if the library maintains a large 'stack' collection. The strength of a public library collection usually lies with its currency rather than its size (26)." In short, if size of collection is considered as an independent standard, it is easiest to meet that standard with actions that make library collections worse.

Other jurisdictions have much more complex standards for library collections, including age of collection (as a percentage of collection size), annual acquisition rate per capita, annual spending per capita, and

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4 Reading to young children, reading for pleasure as a child, and library usage, have been identified as a predictors of academic, health and economic outcomes in many different studies. These are some examples: Library use has also been shown to increase the likelihood of good general health to an extent that studies estimate it saves the UK National Health Service £1.32 per capita per year in reduced primary care visits (Fujiwara, Lawton and Mourato, 7). Library use has been linked to higher rates of well-being (higher life satisfaction, higher happiness and a higher sense of purpose in life)(Fujiwara, Lawton and Mourato, 7). Being read to as a child has been shown to reduce the likelihood of poverty later in life (Bladen, 11). Childhood reading skills have been linked to increased earnings (Crawford, 14). Reading for pleasure has been shown to increase cognitive development and test scores in vocabulary, spelling and math (Sullivan and Brown, 37).

percentage of the overall operating budget that should be allocated to library materials. For a full list of Standards referenced here, see Appendix A.

This section recommends standards for the following areas:

- Scope of collection (types/formats of materials available at each location)
- Size of collection (items per capita at each location for books, audio-visual, and magazines/newspapers)
- Age of collection (number or percentage of items new within 5 years)
- Rate of acquisition (number of items per capita purchased annually)

For the purposes of these standards, NLPL libraries are divided into categories based on the population served within a 20 minute drive (based on the figures from the Locations Service Delivery Standards report). See Appendix B for a list of libraries, population served, and categories.

Note also that if any library locations were to be closed or amalgamated, the population currently assigned to that location would be reassigned to another nearby library within a 20 minute drive (if one exists). This means that the overall budget for a different number of library location cannot be calculated simply by subtracting the required budget for specific libraries, but would entail recalculating the population served chart first.

SCOPE OF COLLECTION STANDARDS:

This standard covers the types and formats of library materials that should be accessible at each location, based on population served.

Generally, NLPL libraries meet most of the standards below for scope of collection. The notable exception is for Movies/TV (DVDs). In this case, inadequate budgets have prevented NLPL from purchasing DVDs for all locations, even though there is noted patron demand in those locations. NLPL does *not* currently purchase new DVDs for 59 of 94 locations. An acceptable level of service would include this format at all locations.

Further work may be needed to evaluate the need for French language collections, and the appropriate locations for these collections (based on the language data from the most recent census, the locations of francophone schools/services, and the locations of French Immersion schools).

Video games are not currently purchased for library collections, but this is a common format elsewhere. Generally this is limited to console-based video games (Wii, X-box, Playstation, etc.) as PC Games present challenges for copyright and circulation. It would be worthwhile to consider this option for larger locations if budgets increased substantially, but not until the basic scope of collection below has been met.

Obviously these standards will need to be re-evaluated as formats, use patterns, and technology trends change over time.

Proposed Collection Scope Standards	
Rural Population <2999	-Adult fiction books -Adult non-fiction books -Newfoundland & Labrador materials -Children's books -Teen books -Movies/TV -Magazines -Newspapers (if available/optional) -French collection (in significant Francophone or French Immersion locations) -Access to online digital library -Access to accessible services
Neighbourhood Population 3000-5999	*All of the above*
Middle Population 6000-19,999	*All of the above plus:* **-**Audiobooks (for larger locations)
Urban Population 20,000+	*All of the above plus:* -French collection (at least Children's) -Newspapers
Main Library	*All of the above plus:* -Reference magazines -Reference books - Newfoundland & Labrador research collection -Book club sets -Microfilm/microfiche -French (adult, children's, magazines) -Multilingual collections (adult, children's) -other formats as needed

COLLECTION SIZE AND AGE OF COLLECTION STANDARDS:

Collection size (also called stock size) refers to the total number of items of various types per capita in each location, based on population served. Collection age refers to the percentage of these items that have been newly acquired within the past 5 years, including replacements of older but still popular titles.

Previous NLPL Standards (as noted in the *Organizational and Service Review,* 44):

- Previous NLPL standards for collection size ranged from 1 to 3 books per capita, depending on size of library.
- The minimum collection size was 3,000 books, 100 Audio-visual (AV) items, and 30 periodical titles (this was for libraries with a population of 1,000+, and below that size there were no standards).

Collection size standards in other jurisdictions:

- Standards for minimum collection size for a single library ranged from 2,500 items (International Federation of Library Associations and Institutions/IFLA, Alberta, Nova Scotia) to 7,500 items (Ontario, Manitoba) to 10,000 items (Florida).
- Once the minimum collection size is reached, the per capita standards for collection size ranged from 2-7 items per capita (2.5-4.5 items in Alberta, 2-3 items in Nova Scotia, 2-5 items in Quebec, 3-5 items in Ontario, 5-7 items in New Brunswick).
- The Audio-visual (AV) and serials (magazines/newspapers) standards were less consistent, or not included, and are likely to change quickly over time as formats evolve.
- Where balance between adult and children's/teen materials was covered in other standards, they suggested an approximate collection balance of two thirds adult materials to one third children's materials. (Ontario, Manitoba, Alberta).

Age of collection in other jurisdictions:

- Standards for percentage of the collection to be new within 5 years ranged from a low of 15-25% (Alberta) to a high of 50-58% (Australia).

New proposed Collection Size and Age of Collection Standards:

- Collection size and age of collection are combined to ensure that collection size alone is not used to evaluate the quality of the collection.
- The minimum collection size was set to the lowest standard in other jurisdictions. Beyond this minimum, the per capita collection size was set between 2-3 items.
- The age of collection was set in the middle range compared to other jurisdictions. Especially for smaller and rural libraries, having a sufficient new stock is more important than having a large overall collection. Limiting the amount of older material relative to the newer high-demand material makes it easier for patrons to find the materials they are looking for, and makes the overall collection more appealing and easier to use.
- The standard suggests an approximate overall split of 30% children's materials and 70% adult materials. This roughly reflects the current balance of circulation between these two parts of the NLPL collection. These percentages may differ for libraries located in schools, or based on demographics.
- Where it is not possible to meet library size standards due to space limitations, the library should focus on newer materials, and would expect to well exceed the age of collection

standards while falling short of collection size standards. The acquisition rate would still remain tied to population, not shelf space. Note that for any very small locations (a pop-up library collection, a bookmobile, a small urban service point, etc.), the percentage of the collection new within 5 years might be close to 100%.

While library collections currently meet standards for collection size in many locations (both according to the old standards listed in the *Organizational and Service Review* and based on the proposed standards below), and no library falls below the minimum standard, most are not even close to meeting the standard for the percentage of collection new within 5 years[5]. This is not surprising given low budgets and acquisitions rates. (For a current snapshot of collection size and age by library, see Appendix C).

This means that although many NLPL libraries contain a large enough number of books and materials, those items are often largely out-of-date or in poor condition. Looking only at size of collection is a deceptive measure that may conceal the ways in which NLPL is failing to provide acceptable levels of service.

To meet age of collection standards requires not only an increase in budget and items purchased per year, but also an ongoing commitment to weeding. It will not be possible to meet collection standards without regular weeding. Once a library meets basic collection standards, the number of items removed annually by weeding should be roughly equal to the number of new items received over that same year. This requires a significant commitment of staff time, and ongoing training/refreshers for all staff. This should be considered when calculating staffing hours required. However, it will only be possible to implement proper levels of weeding once sufficient amounts of new materials are arriving on a regular basis.

In some cases, important classic titles will remain important. This is especially for picture books where popular classic titles may make up a large portion of some collections. These titles continue to be high demand, and should be replaced on a regular basis when they are in poor condition. The standards below are based on date of acquisition (instead of publication date) to allow for new copies of classic titles.

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[5] All libraries are above very minimum collection size, but 41 libraries aren't above the very minimum standard of at least 1,000 books new within the past 5 years. And only 9 out of 94 libraries meet the standard for percentage of collection new within 5 years. See Appendix C.

Proposed Collection Size Standard				
Library Category	BOOKS	TV/MOVIES	AUDIOBOOKS	MAGAZINES & NEWSPAPERS
Rural Population <2999	-2,500 items minimum or 3 items/capita, whichever is larger -minimum 1,000 items new within 5 years, or 1.2 items/capita, or 40 % of collection, whichever is larger	-200 items minimum, or 0.15/capita whichever is bigger -minimum 100 items new within 5 years, or 40 % of collection, whichever is larger	-n/a	-Minimum 12 titles or 0.006/capita
Neighbourhood Population 3000-5999	-at least 3 items/capita -at least 1.2 items/capita new within the past 5 years or 40% whichever is larger	-at least 0.15 items per capita -at least 40% new within 5 years or 0.06 items per capita whichever is larger	-n/a	-Minimum 18 or 0.00425 per capita
Middle Population 6000-19,999	-at least 2.5 items/capita -at least 1 items/capita new within the past 5 years or 40% whichever is larger	-at least 0.15 items per capita -at least 40% new within 5 years or 0.06 items per capita whichever is larger	-At least 200 items -at least 40% new within 5 years -may not apply to all locations in this category	-Minimum 25 or 0.0025 per capita
Urban Population 20,000+	-at least 2 items/capita -at least 0.8 items/capita new within the past 5 years or 40% whichever is larger (this will be much higher in urban branches with smaller buildings)	-at least 0.15 items per capita -at least 40% new within 5 years or 0.06 items per capita whichever is larger	-At least 300 items -at least 40% new within 5 years	-Minimum 45 or roughly 0.0022 per capita (but consider case by case and as space permits)
St. John's (all locations combined)	-2 items/capita -at least 50% new within 5 years for smaller satellite urban branches -Main library % new will be much lower based on research/archive collections	-at least 0.15 items per capita -at least 40 % new within 5 years or 0.06 items per capita whichever is larger	-at least 2,000 items or 0.02 items per capita whichever is larger	-As required

Balance of Collection – Adult vs. Children's/Teen		
Adult Collection	**Children's/Teen Collection**	**Notes:**
70%	30%	This is a rough estimate. Balance will change for libraries located in school buildings, or where demographics require.

ACQUISITION RATE STANDARDS:

Acquisition rate refers to the number of items purchased each year per capita. It is calculated both for individual locations based on population served, and also for the system as a whole based on the population of the province.

Acquisition rate standards in other jurisdictions:

- Many standards for acquisition rates reference the acquisition rates in the *IFLA [International Federation of Library Associations and Institutions] Public Library Services Guidelines* (78):
    - Population below 25,000: 0.25 items/capita/year
    - Population 25,000-50,000: 0.225 items/capita/year
    - Population 50,000+: 0.2 items/capita/year
- Most acquisition rate standards fall within the range mentioned by IFLA, or slightly above. Overall, the range was 0.2-0.3 items/capita/year. Not all jurisdictions with collections standards included an acquisition rate standard.

The proposed NLPL standard uses the acquisitions rates proposed by IFLA, taking into account the population served by that library.

These acquisition rates have been cross-checked against the collection size and age of collection standards. If acquisition rates are met, and libraries are appropriately weeded, all existing locations should be able to meet all standards within 5 years.

Where it is not possible to meet library size standards due to space limitations, the library location should focus on newer materials. The acquisition rate would generally still be based on population, not shelf space, and a much higher rate of weeding would be required. Older titles would be accessed through other locations as needed.

It is important to remember that all residents of Newfoundland and Labrador are entitled to library services, regardless of whether they live within the catchment of a local library. For this reason, the standard also includes a minimum acquisition rate for the province overall, to ensure there are sufficient materials to serve all patrons whether through local libraries, home delivery services, or books by mail. This total will usually be lower than the sum of all of acquisition rates calculated by library location, but the total library materials budget should never fall below this level.

Acquisition rate for items by library (new items/capita/year)					
Library Category	TOTAL	BOOKS	TV/MOVIES	AUDIOBOOKS	MAGAZINES & NEWSPAPERS
Rural Population <2999	-0.25 items/capita	-Minimum 250 items or 0.232 items/capita	-Minimum 25 items or 0.012 items/capita	-n/a	-Minimum 12 titles or 0.006/capita
Neighbourhood Population 3000-5999	-0.25 items/capita	-0.2338 items/capita	-0.012 items/capita	-n/a	-Minimum 18 or 0.00425/capita
Middle Population 6000-19,999	-0.25 items/capita	-0.2332 items/capita	-0.012 items/capita	-0.035 items/capita	-Minimum 25 or 0.0025 per capita
Urban Population 20,000+	-0.225 items/capita	-0.2073 items/capita	-0.012 items/capita	-0.035 items/capita	-Minimum 45 or 0.0022 per capita (or as space permits)
St. John's (all locations combined)	-0.2 items/capita	-0.1823 items/capita	-0.012 items/capita	-0.035 items/capita	-As required -Estimate $20,000 in 2017 funds
Minimum acquisition rate for the province overall	-0.2 items/capita				

Recommendation 2: Digital Library Offerings

Given the geographic challenges in a province like Newfoundland and Labrador, digital collections are an important part of the overall strategy for providing excellent service to rural and remote locations. Being part of a large province-wide system like NLPL allows smaller rural libraries to have access to digital services that are far beyond what they could afford on their own.

While physical items remain important, digital collections can help provide immediate access and broad scope of services to all residents regardless of location (as long as they have access to a high speed internet connection). This is an area where substantial growth is required to meet demand.

Note: It is hard to find standards in other jurisdictions for size of Digital Library services, or per capita budget guidelines, likely because the services do not follow the same model as physical collections, and because this is a service area that is in constant flux. In this case, budgets have been proposed. (This has been calculated using 2017 costs, but these costs should be expected to rise over time, and the budgets should be adjusted accordingly.) Where there were guidelines provided in other jurisdictions, the

guideline for spending on digital collections was 25% of total library materials budget. The combined budgets for Digital and Accessible collections below come to 24% of the overall proposed materials budget in the next section.

Overall Digital Library Budget	
Overdrive (eBooks and eAudiobooks)	Minimum $300,000 including platform fees of $13,775 (but will need to be reassessed on a regular basis as technology usage/trends change)
Other Digital Library services	Minimum $280,000 (but will need to be reassessed on a regular basis as technology trends change)

DIGITAL LIBRARY: OVERDRIVE (EBOOKS AND EAUDIOBOOKS)

Overdrive is the current provider of NLPL's eBooks and eAudiobook platform. Since its launch in 2011, the eLibrary has had over 962,000 checkouts of both eBooks and Audio Books. In that period there were almost 270,000 holds placed, and over 21,000 unique users were logged. The eLibrary currently accounts for approximately 12% of NLPL's overall circulation, and is growing annually.

Year	Circulation
March 2011- March 2012	30,017
March 2012- March 2013	106,342
March 2013- March 2014	140,275
March 2014- March 2015	170,194
March 2015- March 2016	185,472
March 2016- March 2017	194,193

This is a popular but expensive collection. EBook and eAudio titles are much more costly than their equivalent print editions. Libraries often pay 3-5 times more than the retail eBook price for the same title[6]. In addition, more and more titles are licensed under a model where holdings expire after a set number of uses or months. This means that any high demand items which expire have to be purchased

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[6] See the website *Fair e-Book Prices for Libraries are Long Overdue* in Appendix A for more information and price comparisons.

again in following years, and the amount needed to maintain this portion of the collection grows cumulatively each year. An increasing number of major publishers have been opting in over time, so supply has increased suddenly at several points as major publishing houses release their front and back lists (this is good news for libraries, but does impact the budget).

While circulation is high, and growing each year, we believe that use is currently being suppressed by low budgets. There are many titles we cannot afford to buy, series we cannot afford to complete, very few audiobooks at all, and long waits for popular titles because we cannot afford enough copies to keep up with the number of holds.

As an illustration, we recently activated the Overdrive feature that allows patrons to request titles we don't own. Even with a very low limit of 2 suggestions per patron per month, we are receiving about $15,000 worth of suggestions per month. We can afford to buy only the most popular/important of those titles. Over the last six months we have accumulated over $60,000 worth of patron requests that we cannot afford to purchase at our current budget level.

A substantial budget increase is recommended, and it is recommended that this be re-evaluated every few years as technology usage and trends change.

Digital Library Budget: Overdrive (eBooks, eAudiobooks)	
Overdrive/eBooks	Minimum $300,000 (including platform fees of $13,775)

DIGITAL LIBRARY: OTHER PRODUCTS

The Digital Library (databases and digital subscription services) has recently been overhauled, with the intention of moving away from academic/research databases and towards more popular, appealing and easy-to-use online offerings that focus on current events, recreational reading, and consumer information. This follows the trends in use of physical materials away from reference sources.

During the process of evaluating digital services, many products were identified, tested and evaluated by professional staff. We were able to add digital magazines and newspapers to our offerings within the current budget, but many more important products were identified that would be of value to our patrons. Below is a proposed set of products which would provide a good basic Digital Library service.

Proposed Digital Library Collection and Budget

Current Digital Library products		Current Cost
Consumer Reports	Access to reviews, ratings, and recommendations for a variety of consumer goods.	$18,600.00
Novelist Plus	A source for read-alike recommendations for authors, titles, and series. Professional reviews from multiple sources, reading lists, and author profiles.	$31,350.00
Flipster	A wide variety of digital magazines for use on any device. (Reduced price covers only exclusive content, other titles will be covered by RB Digital Magazines.)	$8,000 (estimated)
Press Reader	Digital access to over 7,000 newspapers and magazines in numerous languages from various countries.	$29,000.00
Tumble books	A collection of interactive eBooks for children ages 0 – 12 offering non-fiction, math, read-along, and other genres and in multiple languages.	$7,000.00
Books In Print	A staff tool to support the work of selecting and acquiring library materials.	$16,796.00
Proposed additional Digital Library products		**Quoted Price**
Lynda.com	Access to over 5,000 on-demand courses covering skills needed in today's job market including computer programming, marketing, 3D animation, and management.	$36,200
Hoopla	An online service that offers, books, music, streaming videos, and graphic novels. Charged on a pay-per-use model.	$105,000 (estimated)
RB Digital Magazines (formerly Zinio)	Current issues of popular magazines for use on any device. With a larger budget (anything over $15K), this model becomes more cost-effective than Flipster. Recommend to keep Flipster only for important exclusive titles and us RB Digital for the bulk of the collection.	$35,000 (estimated price for 150-200 titles)
Mango Languages (or other language learning service)	An online interactive instructional tool for learning over 70 languages, including English.	$27,816
TOTAL		**Approx. $280,000**

The list above represents a very small subset of the useful and interesting digital products available to libraries. These are items that were tested and evaluated by professional staff, and were prioritized out of a much larger selection.

If additional funds permitted, the next priority areas to evaluate have been identified as (products have not been evaluated, but current price quote included where available):

- Genealogy: Ancestry.com ($23,106)
- Car/engine repair guides: Chilton's ($14,995 US), EBSCO's Small Engine Repair ($26,000)
- Other streaming video: Indiflix ($5,046), etc.
- Streaming/downloadable music: Freegal Music ($24,500), Naxos Music Library, Naxos Music Library Jazz, Naxos World Music

ACCESSIBLE SERVICES:

Though not strictly a digital service, Accessible Services has been included in this section as many of these services are now delivered digitally.

Currently, the best way to meet the needs of patrons with print disabilities is the service and collection provided by CELA (Centre for Equitable Library Access). CELA is a national not-for-profit organization focused on the creation, collection, delivery, and preservation of both digital and physical alternate format accessible materials for Canadians with print disabilities through public libraries. CELA offers books, magazines, newspapers and videos in various formats (audio, braille, described movies, accessible eBooks). CELA also provides an excellent selection of NL materials.

NLPL has begun offering access to CELA, and should continue to do so. This service is a minimum service level required to properly serve patrons who require accessible services. NNELS (National Network for Equitable Library Service) has also recently announced that all of their accessible collections will be available to any library patron with print disabilities free of charge. This is a complimentary service, but will not replace CELA. Together, these collections will greatly expand services for Newfoundland and Labrador residents with print disabilities.

In addition, it is suggested that that other formats that support accessibility that are already part of the general collection, such as Large Print and Audiobooks, be expanded.

Accessible Services Collection Budget	
Accessible Digital Library Services (CELA and/or other relevant services)	Minimum $16,000
Additional accessible formats as part of general collection (Large Print and Audiobooks)	(Reflected in increased budgets above for physical items)

Recommendations 3 & 4: Library Materials Budget and Benchmarks

Without question, the NLPL library materials budget needs to increase. The percentage increase may seem dramatic, but this is only because the current budget is so small.

Below are the calculations for the cost of meeting the standards described. See Appendix D for a library-by-library projection of the budgets for books, audio-visual items and serials (magazines and newspapers) required for each library to meet the standards. The table below shows the sum of those costs for all locations.

For the purposes of calculating the proposed budget, the following average item costs were calculated from records of prices after discount for materials purchased in the 2016-17 fiscal year so far:

- Average item price overall: $17.20
- Average book price: $15.45
- Average DVD price: $28.16
- Average audiobook price: $45.40
- Average audio-visual (AV) item overall: $29.81
- Average serials price: $50 (estimated based on the types of magazines likely to be held by smaller libraries)

Also included are benchmarks against which to compare the NLPL Library Materials budget (in dollars per capita spent on library materials). While these are not standards, and may not even allow NLPL to meet its standards, they are a useful way to measure how NLPL budgets compare to the rest of the country. It is suggested that NLPL Library materials budget meet or exceed the national average for per capita library materials budgets.

This report does not provide a standard for percentage of overall operating budget that should be allocated to the library materials budget, but where this is covered in other standards the percentage is 15% or higher. The NLPL library materials budget currently represents 8% of the overall operating budget. If the NLPL operating budget is increased to meet operational standards, the library materials budget will need to increase by a larger factor within that overall budget, and should end up accounting for closer to 15% of the total budget.

This report also does not provide a standard for the percentage of the budget that should be allocated to digital products, but where there were guidelines provided for this standard in other jurisdictions the standard was 25% of total library materials budget. The combined budgets for Digital and Accessible collections below come to 24% of the overall proposed materials budget.

What would it cost to meet collection standards?			
Scenario	Physical items	Digital/Accessible	Annual Budget
Meet standards for all current locations. Calculated cost for all current locations based on acquisition rate standards above. (See table in Appendix D).	$ 1,825,054	$300,000 (Overdrive) $280,000 (other Digital) $16,000 (Accessible)	$ 2,421,054
Meet basic standard for province's population, but not for locations. At .2 items new per capita for physical items overall. This represents a base level not to dip below even if locations change. (2016 census population x 0.2 items/capita x $17.20 per items general average)	1,787,823	$300,000 (Overdrive) $280,000 (other Digital) $16,000 (Accessible)	$ 2,383,823
What would it cost to meet benchmarks?			
Match national average ($4.31/capita)			$2,239,976
Match average of comparable provinces ($4.20/capita)			$2,182,807

Recommendation 5: Plan for rising costs

Since the price of books rises with (and often above) the rate of inflation, most standards in this report are tied to the number of items acquired per capita, not a dollar amount per capita.

For planning purposes, acquisition rate standards should be used to calculate required budgets at the time of planning and using the most recent available average item prices. Library vendors may be able to provide rough predictions of expected changes to book prices.

When planning future budgets, it is recommended to assume that library materials budgets will need to increase by *at least* the rate of inflation (for both physical and digital materials).

Digital Library budgets should be assessed on a regular basis as the technology and trends in this area are changing too quickly to predict future needs accurately.

Recommendation 6: More efficient library materials sharing

For effective service delivery, NLPL needs to start promoting itself as a single library with multiple points of access. The smaller a particular location, the more important it is for that location to focus on new

and high-demand materials. Access to older titles can often be supplied on an as-needed basis through sharing with other libraries. This represents a shift in the service model from "just in case" (trying retain any title that might be needed in the next several years) to a "just in time" model where these types of requests are met with efficient and timely sharing of materials available in other libraries.

For this to be feasible, it is necessary to implement an efficient infrastructure for sharing library materials between locations. The current "internal inter-library loan" system uses paper forms and emails between staff members, can only be accessed by going through a staff person during opening hours, and is an inefficient use of staff time. It also depends on individual staff willingness to offer and promote this service, which is not consistent across the system. When patrons use our current online catalogue, they are given the impression that they have access only to their local library's holdings, when in fact they are members of the entire NLPL system and should be able access any item regardless of location.

Patrons should to be able to place their own requests online at their convenience, response times should be faster, and the process should be more streamlined for staff. When patrons use the online catalogue, all items should appear part of a single collection available to anyone regardless of location. This needs to be seen as a standard part of library operations, not a special service.

Not only is the current system inefficient and inconvenient, it is also completely atypical for multi-location library systems. All regional library systems in Atlantic Canada allow patrons to place holds online for items from any location, and we are unaware of any comparable public library system in Canada that doesn't work this way. There are some special libraries that use email-based systems similar to ours (ex: Parks Canada), but this is because their software does not have the functionality to handle this automated sharing.

Fortunately, NLPL already uses Horizon, an Integrated Library System (ILS) software that includes the necessary functionality. Activating this functionality is easy, and would allow patrons to place their own online holds, as well as automating the process for staff. There would be no need to purchase new software or pay for upgrades. Any increase in shipping costs will be very modest and would be more than offset by the benefit of avoiding unnecessary duplications in collections spending.

This new way of sharing materials would require some staff time at the beginning to reconfigure the system, establish new processes, train staff, and transition to the new system. But once the new system is running, it would likely require much less staff time to maintain than the current internal ILL system. This would free up some staff time at smaller libraries to focus on other priorities like programming.

This would require that all participating library locations be automated. It might be possible to implement the change for automated locations before automation is completely finished, but a higher percentage of locations should be automated, and there would need to be a workaround system for those unautomated locations to access materials from elsewhere.

This is one of the few recommendations in this report that has the potential to exponentially increase the level of service we provide at small rural libraries with minimum financial cost. It is recommended that this change be pursued regardless of whether collection and budget standards can be met.

Other associated costs and considerations

Any substantial increase in library materials budgets will also have implications for budgets in other areas of the library system, most notably shipping, supplies, space and staffing. What follows bellow are estimates where possible, and the rationale used to create these estimates. Many of these costs are not fully knowable in advance of the changes to service.

The proposed increase in the library materials budget would result in 3 times more items for *physical* library materials. A factor of 3 (rounded up from 2.93) been used as a factor to estimate costs that would increase proportionately with an increase in number of physical items.

Selections Team staffing (at needed at proposed budgets AND current budgets):

- 1 additional Librarian III - CG 41: $77,950.60/year

Increase in Technical Services Staffing for proposed Library Materials Budgets:

- 1 additional Librarian Technician IV (Cataloguer) - CG 29: 49,558.60/year
- 3 additional Clerk I (Processor) - CG 15: 34,015.80/year each
- 1 additional Clerk Typist I (Typist) - CG 22: 39,075.40/year each

Increased space required in Technical Services for proposed Library Materials Budgets:

- Extra room for increased volume of materials received approximately 850 square feet. Roughly equivalent to current Capital Assets Room (37'x23').
- Changes/additions to shelving in the processing area.
- Two additional work cubicles to accommodate additional staff noted above.

Increased supplies required in Technical Services for proposed Library Materials Budgets:

- This would multiply by 3 x current costs.
- Estimate of current cost is between $39,000 and $44,000 (very rough estimate – includes primarily supplies to process physical library materials plus some office supplies for Technical Services)

Increase in initial shipping costs (from Technical Services to owning libraries):

- This would multiply by 3 x current costs.
- Estimate of current cost is between $30,000 and $34,000 (very rough estimate)

Increase in branch-to-branch shipping costs for patron-driven automated holds:

- Very difficult to project as it could depend on changes to patron borrowing behavior.
- Current costs based on a combination of Canada Post and van delivery service.

- Cost to implement patron-driven automated holds at current budget levels would be a modest increase in the Canada Post portion of the shipping costs. Van delivery costs would remain similar regardless of volume.
- Cost to implement at proposed budget would be higher, but not by a factor of 3. The number of external holds would likely drop as local collections expanded.
- Current costs (as a percentage of physical materials budget) are similar to costs in New Brunswick where they have implemented patron-driven automated holds.

Pilot project using in-library tablets for digital magazines/newspapers:

- (covered in Technology report)

Increased education and training:

- Cost unknown, but crucial to ensure proper weeding will allow libraries to meet age of collection standards

Conclusion

The highest priority for service delivery in the area of library collections is a substantial increase in the library materials budget.

It is highly recommended, if finances permit, to increase library materials budgets to the level suggested by the acquisition rate standards in this report, as well as to add resources where required to support the processing and transportation of this increased volume of library materials (staffing, shipping, supplies, and space). If the acquisition rate standards are met (i.e. the library system is purchasing a sufficient number of new items annually), and collections are weeded appropriately on an ongoing basis, all other standards should be met within 5 years.

Meeting the acquisition rate standards outlined in the report, which are still lower than established standards in many other jurisdictions, would require a total library materials budget of *at least* $2,421,054.20. The current library materials budget is approximately $880,000, falling far short of that target. Even with fewer library locations, the goal of meeting these standards would not be achievable within the current budget. In order to provide adequate collections, a significant increase to the library materials budget is essential.

More efficient sharing of library materials between locations can and should be pursued regardless of budget.

APPENDIX A: LIBRARY COLLECTION STANDARDS AND OTHER WORKS CITED

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Appendix B: Library categories

Libraries by category with population served within a 20-minute driving distance.

Library	Pop served	Category
ST. JOHN'S POPULATION OVER 100,000		
St. John's - ALL locations	106,172	Main Library
Marjorie Mews		Urban
Michael Donovan		
POPULATION 20,000 - 99,000		
Mount Pearl	46,806	
Conception Bay South	26,199	Urban
Corner Brook	24,451	
POPULATION 19,999-6,000		
Torbay	19,950	
Grand Falls-Windsor	14,995	
Bay Roberts	12,008	
Gander	11,842	
Stephenville	9,042	Middle
Happy Valley-Goose Bay	8,109	
Clarenville	7,690	
Labrador City	7,220	
Marystown	6,292	
POPULATION 5,999-3,000		
Deer Lake	5,972	
Lewisporte	5,621	
Port-aux-Basques	5,410	
Harbour Grace	5,226	
Brigus	4,955	
Carbonear	4,858	
Holyrood	4,543	
Botwood	4,280	
Pasadena	4,130	Neighbourhood
Bonavista	3,997	
Placentia	3,706	
Springdale	3,633	
Burin	3,331	
Victoria	3,286	
Bishop's Falls	3,156	
Twillingate	3,056	
POPULATION 2,999-100		
St. Anthony	2710	
Glovertown	2656	
Whitbourne	2633	

Pouch Cove	2,521	
Bell Island	2,468	
Grand Bank	2,310	
Old Perlican	2,210	
Wesleyville	2,172	
Gambo	1,978	
Trinity Bay North	1,962	
Stephenville Crossing	1,961	
St. Lawrence	1,933	
Wabush	1,906	
Fogo Island	1,880	
Lourdes	1,870	
Carmanville	1,846	
Port Saunders	1,814	
Arnold's Cove	1,748	
Codroy Valley	1,697	
St. George's	1,650	
Harbour Breton	1,634	
Hare Bay	1,631	
Baie Verte	1,467	
Port-au-Port	1,449	
Fortune	1,401	
La Scie	1,400	
Winterton	1,359	
Glenwood	1,352	
Centreville	1,322	
Burgeo	1,307	
St. Alban's	1,303	Rural
Robert's Arm	1,229	
L'Anse au Loup	1,207	
Norris Arm	1,111	
Bay St. George South	1,103	
Cow Head	1,093	
Woody Point	1,058	
Musgrave Harbour	990	
Rocky Harbour	967	
Cape St. George	919	
Lark Harbour	866	
Lumsden	749	
King's Point	749	
Garnish	737	
Norris Point	670	
Trepassey	667	
Cormack	661	
Buchans	642	
Point Leamington	634	
St. Bride's	565	

Sop's Arm	463
Southern Harbour	460
Ramea	447
Cartwright	427
Hermitage	422
Daniel's Harbour	383
Fox Harbour	372
Seal Cove	303
Greenspond	266
Change Islands	208
Harry's Harbour	202
Gaultois	136

Appendix C: Current Collection Size and Age

Snapshot of book and AV item counts by library, with the number and percentage of items newly acquired within the past 5 years as of October 2017. AV count includes all audio-visual materials (such as DVDs, Blu-rays, CDs, audiobooks) but will be comprised of mostly DVDs in smaller locations.

location	name	Book Count	Book Count last 5 years	Book % last 5 years	AV Count	AV Count last 5 years	AV % last 5 years
abi	Bell Island (ABI)	6,387	706	11%	26	0	0%
abr	Bay Roberts (ABR)	20,932	5,525	26%	1,862	1,253	67%
abs	Brigus (ABS)	12,028	3,423	28%	632	570	90%
acr	Carbonear (ACR)	14,751	4,545	31%	951	715	75%
acs	Conc Bay South (ACS)	14,893	6,773	45%	2,440	2,045	84%
afh	Fox Harbour (AFH)	4,096	440	11%	3	0	0%
ahd	Holyrood (AHD)	8,399	2,946	35%	532	481	90%
ahg	Harbour Grace (AHG)	5,441	1,126	21%	104	100	96%
amp	Mount Pearl (AMP) R. King	32,963	9,342	28%	3,824	2,448	64%
aop	Old Perlican (AOP)	4,773	2,618	55%	159	126	79%
apa	Placentia (APA)	20,020	2,014	10%	353	133	38%
apc	Pouch Cove (APC)	3,590	1,631	45%	163	155	95%
ast	St. Brides's (AST)	6,214	562	9%	0	0	
ato	Torbay (ATO)	8,477	3,028	36%	670	609	91%
aty	Trepassey (ATY)	6,464	527	8%	42	6	14%
ava	Victoria (AVA)	5,184	319	6%	321	308	96%
awb	Whitbourne (AWB)	4,821	1,881	39%	314	236	75%
awn	Winterton (AWN)	5,117	634	12%	79	52	66%
bac	Arnold's Cove (BAC)	6,123	682	11%	34	0	0%
bba	Bonavista (BBA)	9,428	1,819	19%	69	25	36%
bbn	Burin (BBN)	9,625	5,636	59%	814	679	83%
bca	Catalina (BCA)	6,142	528	9%	29	0	0%
bce	Clarenville (BCE)	15,436	5,493	36%	1,953	1,401	72%
bfe	Fortune (BFE)	6,645	622	9%	8	0	0%
bgb	Grand Bank (BGB)	5,708	2,226	39%	334	267	80%
bgh	Garnish (BGH)	4,379	482	11%	6	0	0%
bmn	Marystown (BMN)	10,799	1,680	16%	141	93	66%

bsh	Southern Harbour (BSH)	6,065	445	7%	6	0	0%
bsl	St. Lawrence (BSL)	9,565	2,904	30%	160	69	43%
cbf	Bishop's Falls (CBF)	8,075	1,930	24%	252	147	58%
cbn	Buchans (CBN)	8,937	691	8%	91	0	0%
cbt	Botwood (CBT)	10,121	2,230	22%	672	276	41%
cbv	Baie Verte (CBV)	6,097	1,750	29%	492	396	80%
cga	Gaultois (CGA)	4,558	369	8%	91	18	20%
cgf	Grand Falls (CGF) Harmsworth	26,975	6,687	25%	3,011	1,411	47%
chb	Harbour Breton (CHB)	5,534	1,469	27%	388	295	76%
chh	Harry's Harbour (CHH)	4,442	533	12%	71	57	80%
chm	Hermitage (CHM)	5,094	587	12%	105	68	65%
ckp	King's Point (CKP) Tilley	4,052	1,501	37%	334	271	81%
cls	La Scie (CLS)	6,226	472	8%	42	0	0%
cna	Norris Arm (CNA)	4,617	789	17%	237	78	33%
cpl	Point Leamington (CPL)	10,045	1,301	13%	131	40	31%
cra	Robert's Arm (CRA)	2,797	649	23%	56	33	59%
csa	St. Alban's (CSA)	6,678	732	11%	127	98	77%
csc	Seal Cove (CSC)	4,322	323	7%	4	0	0%
csp	Springdale (CSP)	9,812	3,472	35%	440	350	80%
gce	Carmanville (GCE)	12,433	2,010	16%	182	69	38%
gci	Change Islands (GCI)	4,656	429	9%	74	67	91%
gcn	Centreville (GCN) Inter-Town	6,601	581	9%	155	125	81%
gdc	Gambo (GDC)	6,553	1,491	23%	661	519	79%
gfo	Fogo Island (GFO)	9,507	913	10%	278	169	61%
ggd	Glenwood (GGD)	4,794	906	19%	28	12	43%
ggn	Glovertown (GGN) Alex. Bay	7,249	4,053	56%	303	257	85%
ggp	Greenspond (GGP)	4,805	401	8%	137	83	61%
ggr	Gander (GGR)	27,348	9,042	33%	4,801	2,053	43%
ghb	Hare Bay (GHB)	4,480	680	15%	137	75	55%
gle	Lewisporte (GLE)	9,600	2,179	23%	748	291	39%
gln	Lumsden (GLN)	4,226	581	14%	196	124	63%
gmh	Musgrave Harbour (GMH) Wheeler	9,130	1,600	18%	7	0	0%
gsd	Summerford (GSD)	5,116	958	19%	84	77	92%
gte	Twillingate (GTE)	9,927	2,798	28%	970	583	60%

gwe	New-Wes-Valley (GWE)	7,856	954	12%	130	49	38%
lcf	Do not use	8,353	496	6%	140	23	16%
lct	Cartwright (LCT)	6,521	893	14%	186	89	48%
lhv	Happy Valley (LHV) Melville	13,894	4,791	34%	2,477	1,788	72%
llc	Labrador City (LLC) M. Butt	31,494	6,076	19%	3,692	1,529	41%
lwh	Wabush (LWH)	16,248	2,319	14%	727	431	59%
nlp	L'Anse Au Loup (NLP)	7,023	966	14%	333	236	71%
nps	Port Saunders (NPS)	4,317	1,626	38%	56	13	23%
nsa	St. Anthony (NSA)	10,584	4,338	41%	207	100	48%
sja	St. John's (SJA) M. Mews	16,688	7,870	47%	3,436	1,760	51%
sjb	St. John's (SJB) M. Donovan	13,498	6,550	49%	2,177	1,665	76%
sjh	St. John's (SJH) A.C. Hunter	165,776	41,976	25%	28,284	12,462	44%
wbo	Burgeo (WBO)	10,375	1,349	13%	162	32	20%
wcb	Corner Brook (WCB)	52,130	16,192	31%	6,997	3,606	52%
wch	Cow Head (WCH)	6,167	745	12%	509	283	56%
wcm	Cormack (WCM)	5,515	537	10%	140	35	25%
wcs	Cape St. George (WCS)	8,997	1,234	14%	323	198	61%
wcv	Codroy Valley (WCV)	6,625	823	12%	172	24	14%
wdh	Daniels Harbour (WDH)	5,149	485	9%	173	55	32%
wdl	Deer Lake (WDL)	13,681	4,310	32%	1,931	1,305	68%
wlh	Lark Harbour (WLH)	5,427	542	10%	235	108	46%
wlr	Lourdes (WLR)	6,879	4,003	58%	381	288	76%
wmp	Ramea (WMP) M. Penney	8,104	1,340	17%	102	61	60%
wnp	Norris Point (WNP)	5,863	621	11%	446	253	57%
wpa	Pasadena (WPA)	11,932	3,113	26%	1,417	879	62%
wpb	Port Aux Basques (WPB)	10,777	2,468	23%	1,609	1,143	71%
wpe	Port Au Port (WPE)	12,306	2,660	22%	700	419	60%
wrh	Rocky Harbour (WRH)	6,444	921	14%	262	119	45%
wsf	Bay St. George South (WSF)	5,794	1,108	19%	201	73	36%
wsg	St. Georges (WSG)	3,532	641	18%	162	151	93%
wsm	Sop's Arm (WSM)	5,530	706	13%	38	6	16%
wst	Stephenville (WST) (Kindale)	28,421	8,044	28%	7,376	4,688	64%
wsx	Stephenville Crossing (WSX)	6,837	1,326	19%	604	452	75%
wwp	Woody Point (WWP)	6,037	880	15%	355	239	67%

Total		1,064,046	257,567			97,474	54,375	
Average Percentage				22%			53%

Appendix D: Libraries projected budgets required to meet standards

Libraries by category with the projected budgets required at 2017 costs to meet acquisition rate standards, calculated using population served within a 20-minute driving distance.

Library	Category	Pop served 20 Min Drive		# Books	$ Books	# DVDs	$ DVDs	# Serials	$ Serials	# Audio	$ Audio	TOTAL BUDGET BY LIBRARY
			Average Price		$ 15.45		$ 28.16		$ 50.00		$ 45.40	
ST. JOHN'S POPULATION OVER 100,000												
			Minimum #					45				
			Acquisition rate/capita	0.1823		0.012		0.00220		0.0035		
St. John's - ALL locations	Central (Main)	106,172		19,355	$ 299,037.15	1,274	$ 35,877.64		$ 20,000.00	372	$ 16,870.73	$ 354,914.80
Marjorie Mews								45	$ 2,250.00			$ 2,250.00
Michael Donovan								45	$ 2,250.00			$ 2,250.00
POPULATION 20,000 - 99,000												
			Minimum #					45				
			Acquisition rate/capita	0.2073		0.012		0.00220		0.0035		
Mount Pearl		46,806		9,703	$ 149,909.55	562	$ 15,816.68	103	$ 5,148.66	164	$ 7,437.47	$ 170,874.90
Conception Bay South	Urban	26,199		5,431	$ 83,909.76	314	$ 8,853.17	58	$ 2,881.89	92	$ 4,163.02	$ 95,644.82
Corner Brook		24,451		5,069	$ 78,311.30	293	$ 8,262.48	54	$ 2,689.61	86	$ 3,885.26	$ 89,263.39
POPULATION 19,999-6,000												
			Minimum #					25				
			Acquisition rate/capita	0.2320		0.012		0.00250		0.0035		
Torbay		19,950		4,628	$ 71,508.78	239	$ 6,741.50	50	$ 2,493.75	70	$ 3,170.06	$ 80,744.03
Grand Falls-Windsor		14,995		3,479	$ 53,748.08	180	$ 5,067.11	37	$ 1,874.38	52	$ 2,382.71	$ 60,689.56
Bay Roberts		12,008		2,786	$ 43,041.48	144	$ 4,057.74	30	$ 1,501.00	42	$ 1,908.07	$ 48,600.22
Gander		11,842		2,747	$ 42,446.46	142	$ 4,001.65	30	$ 1,480.25	41	$ 1,881.69	$ 47,928.36
Stephenville	Middle	9,042		2,098	$ 32,410.14	109	$ 3,055.47	25	$ 1,250.00	32	$ 1,436.77	$ 36,715.62
Happy Valley-Goose Bay		8,109		1,881	$ 29,065.90	97	$ 2,740.19	25	$ 1,250.00	28	$ 1,288.52	$ 33,056.09
Clarenville		7,690		1,784	$ 27,564.04	92	$ 2,598.60	25	$ 1,250.00	27	$ 1,221.94	$ 31,412.64
Labrador City		7,220		1,675	$ 25,879.37	87	$ 2,439.78	25	$ 1,250.00	25	$ 1,147.26	$ 29,569.15
Marystown		6,292		1,460	$ 22,553.04	76	$ 2,126.19	25	$ 1,250.00	22	$ 999.80	$ 25,929.24
POPULATION 5,999-3,000												
			Minimum #					18				
			Acquisition rate/capita	0.2338		0.0120		0.00425				
Deer Lake		5,972		1,396	$ 21,567.50	72	$ 2,018.06	25	$ 1,269.05			$ 24,854.61
Lewisporte		5,621		1,314	$ 20,299.89	67	$ 1,899.45	24	$ 1,194.46			$ 23,393.80
Port-aux-Basques		5,410		1,265	$ 19,537.88	65	$ 1,828.15	23	$ 1,149.63			$ 22,515.65
Harbour Grace		5,226		1,222	$ 18,873.37	63	$ 1,765.97	22	$ 1,110.53			$ 21,749.87
Brigus		4,955		1,158	$ 17,894.67	59	$ 1,674.39	21	$ 1,052.94			$ 20,622.00
Carbonear		4,858		1,136	$ 17,544.36	58	$ 1,641.62	21	$ 1,032.33			$ 20,218.30
Holyrood		4,543		1,062	$ 16,406.76	55	$ 1,535.17	19	$ 965.39			$ 18,907.32
Botwood		4,280		1,000	$ 15,456.95	51	$ 1,446.30	18	$ 909.50			$ 17,812.75
Pasadena	Neighbourhood	4,130		965	$ 14,915.24	50	$ 1,395.61	18	$ 900.00			$ 17,210.85
Bonavista		3,997		934	$ 14,434.92	48	$ 1,350.67	18	$ 900.00			$ 16,685.58
Summerford		3,805		889	$ 13,741.52	46	$ 1,285.79	18	$ 900.00			$ 15,927.31
Placentia		3,706		866	$ 13,383.99	44	$ 1,252.33	18	$ 900.00			$ 15,536.32
Springdale		3,633		849	$ 13,120.35	44	$ 1,227.66	18	$ 900.00			$ 15,248.02
Burin		3,331		779	$ 12,029.70	40	$ 1,125.61	18	$ 900.00			$ 14,055.31
Victoria		3,286		768	$ 11,867.18	39	$ 1,110.41	18	$ 900.00			$ 13,877.59
Bishop's Falls		3,156		738	$ 11,397.70	38	$ 1,066.48	18	$ 900.00			$ 13,364.17
Twillingate		3,056		714	$ 11,036.55	37	$ 1,032.68	18	$ 900.00			$ 12,969.24
POPULATION 2,999-100												
			Minimum #	250		25		12				
			Acquisition rate/capita	0.2320		0.0120		0.00600				
St. Anthony		2,710		629	$ 9,713.72	33	$ 915.76	16	$ 813.00			$ 11,442.49

Location			Books		DVDs		Serials		Audio		Total
Glovertown		2,656	616	$ 9,520.17	32	$ 897.52	16	$ 796.80			$ 11,214.48
Whitbourne		2,633	611	$ 9,437.73	32	$ 889.74	16	$ 789.90			$ 11,117.37
Pouch Cove		2,521	585	$ 9,036.27	30	$ 851.90	15	$ 756.30			$ 10,644.47
Bell Island		2,468	573	$ 8,846.30	30	$ 833.99	15	$ 740.40			$ 10,420.69
Grand Bank		2,310	536	$ 8,279.96	28	$ 780.60	14	$ 693.00			$ 9,753.56
Old Perlican		2,210	513	$ 7,921.52	27	$ 746.80	13	$ 663.00			$ 9,331.33
Wesleyville		2,172	504	$ 7,785.32	26	$ 733.96	13	$ 651.60			$ 9,170.88
Gambo		1,978	459	$ 7,089.94	25	$ 704.00	12	$ 600.00			$ 8,393.94
Trinity Bay North		1,962	455	$ 7,032.59	25	$ 704.00	12	$ 600.00			$ 8,336.59
Stephenville Crossing		1,961	455	$ 7,029.01	25	$ 704.00	12	$ 600.00			$ 8,333.01
St. Lawrence		1,933	448	$ 6,928.65	25	$ 704.00	12	$ 600.00			$ 8,232.65
Wabush		1,906	442	$ 6,831.87	25	$ 704.00	12	$ 600.00			$ 8,135.87
Fogo Island		1,880	436	$ 6,738.67	25	$ 704.00	12	$ 600.00			$ 8,042.67
Lourdes		1,870	434	$ 6,702.83	25	$ 704.00	12	$ 600.00			$ 8,006.83
Carmanville		1,846	428	$ 6,616.80	25	$ 704.00	12	$ 600.00			$ 7,920.80
Port Saunders		1,814	421	$ 6,502.10	25	$ 704.00	12	$ 600.00			$ 7,806.10
Arnold's Cove		1,748	406	$ 6,265.53	25	$ 704.00	12	$ 600.00			$ 7,569.53
Codroy Valley		1,697	394	$ 6,082.73	25	$ 704.00	12	$ 600.00			$ 7,386.73
St. George's		1,650	383	$ 5,914.26	25	$ 704.00	12	$ 600.00			$ 7,218.26
Harbour Breton		1,634	379	$ 5,856.91	25	$ 704.00	12	$ 600.00			$ 7,160.91
Hare Bay		1,631	378	$ 5,846.16	25	$ 704.00	12	$ 600.00			$ 7,150.16
Baie Verte		1,467	340	$ 5,258.31	25	$ 704.00	12	$ 600.00			$ 6,562.31
Port-au-Port		1,449	336	$ 5,193.80	25	$ 704.00	12	$ 600.00			$ 6,497.80
Fortune		1,401	325	$ 5,021.74	25	$ 704.00	12	$ 600.00			$ 6,325.74
La Scie		1,400	325	$ 5,018.16	25	$ 704.00	12	$ 600.00			$ 6,322.16
Winterton		1,359	315	$ 4,871.20	25	$ 704.00	12	$ 600.00			$ 6,175.20
Glenwood		1,352	314	$ 4,846.11	25	$ 704.00	12	$ 600.00			$ 6,150.11
Centreville		1,322	307	$ 4,738.58	25	$ 704.00	12	$ 600.00			$ 6,042.58
Burgeo		1,307	303	$ 4,684.81	25	$ 704.00	12	$ 600.00			$ 5,988.81
St. Alban's	Rural	1,303	302	$ 4,670.47	25	$ 704.00	12	$ 600.00			$ 5,974.47
Robert's Arm		1,229	285	$ 4,405.23	25	$ 704.00	12	$ 600.00			$ 5,709.23
L'Anse au Loup		1,207	280	$ 4,326.37	25	$ 704.00	12	$ 600.00			$ 5,630.37
Norris Arm		1,111	258	$ 3,982.27	25	$ 704.00	12	$ 600.00			$ 5,286.27
Bay St. George South		1,103	256	$ 3,953.59	25	$ 704.00	12	$ 600.00			$ 5,257.59
Cow Head		1,093	254	$ 3,917.75	25	$ 704.00	12	$ 600.00			$ 5,221.75
Woody Point		1,058	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Musgrave Harbour		990	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Rocky Harbour		967	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Cape St. George		919	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Lark Harbour		866	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Lumsden		749	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
King's Point		749	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Garnish		737	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Norris Point		670	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Trepassey		667	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Cormack		661	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Buchans		642	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Point Leamington		634	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
St. Bride's		565	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Sop's Arm		463	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Southern Harbour		460	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Ramea		447	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Cartwright		427	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Hermitage		422	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Daniel's Harbour		383	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Fox Harbour		372	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Seal Cove		303	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Greenspond		266	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Change Islands		208	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Harry's Harbour		202	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50
Gaultois		136	250	$ 3,862.50	25	$ 704.00	12	$ 600.00			$ 5,166.50

Books total	$ 1,550,186.03	DVDs total	$ 170,960.82	Serials total	$ 103,957.35	Audio total	$ 47,793.31

TOTAL PHYSICAL ITEMS	$ 1,825,054.20
DIGITAL	$ 580,000.00
ACCESSIBLE	$ 16,000.00

TOTAL	$ 2,421,054.20
$ Per capita	$ 4.66