



Newfoundland & Labrador
Public Libraries

APPENDIX H: STRATEGIC PLAN

APRIL 1, 2017 – MARCH 31, 2020

Message from the Chair

In accordance with the Provincial Information and Library Resources Board's responsibilities under the *Transparency and Accountability Act*, I am pleased to present the Strategic Plan for the Newfoundland and Labrador public library system for the period April 1, 2017 to March 31, 2020.

The Provincial Information and Library Resources Board is a category one public body and this plan was prepared and developed in accordance with the Act, and establishes priorities in consideration of the strategic direction provided by the Department of Education and Early Childhood Development (Appendix 1).



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

Respectfully Submitted,

A handwritten signature in blue ink that reads "Calvin Taylor". The signature is written in a cursive, flowing style.

**Calvin Taylor,
Chair**

Provincial Information and Library Resources Board

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1. Overview

Provincial Information and Library Resources Board

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

PILRB is a Provincial board composed of representatives and alternates of regional library boards and appointees of the Lieutenant-Governor in Council (LGIC). The Provincial board has not less than 10 and not more than 15 members which include: (a) a representative from each regional library board appointed by that board; (b) the chair of the St. John's Library Board appointed by that board; and (c) up to six other members appointed by the Lieutenant-Governor in Council. The current board members, as of April 1, 2017, is found in Appendix 2.

Regional and Local Library Boards

PILRB operates 94 public libraries throughout the province. Each local library is supported by a local library board consisting of five to nine members with the exception of the three libraries in St. John's which are supported by the St. John's board. A representative (normally the chair) of each local board is appointed to their respective regional library board (Western (including Labrador), Central and Eastern) which assists the Provincial board by: helping ensure that services and programs are consistent throughout the different regions of the province, implementing policies and assisting with promotion and fundraising. The structure of the boards is found in Appendix 3.

Staffing Complement

In order to provide library services throughout the province, the organization relies on a dedicated and competent workforce. As of March 31, 2017 the Provincial board had a total staff complement of 197 full and part-time permanent employees (181 female and 16 male) and 161 substitute (casual) employees (156 female and 5 male) who are called to work in one or more of our library sites when regular staff take leave. The bargaining unit employees, including substitutes, are represented by the Canadian Union of Public Employees.

In addition to the employees, the organization relies on a large number of volunteers to help provide library and information services to our patrons. There are approximately 800 volunteer board members and a large number of other individuals who volunteer their time, in support of public library services, in many local libraries.

Funding

The majority of board funding is provided by the Provincial Government in the form of an annual operating grant. In addition to this, many of the municipalities, where the libraries are located, support their libraries by providing small grants, rent-free facilities, free cleaning and maintenance, etc. Other library funding is generated, internally, through fines collection, donations and fundraising. The board also receives funding for special projects on a regular basis from external agencies and/or the Federal

Government. The Provincial annual operating budget for 2017-18 is \$11.6 million (approximately \$11.4 million of this comes from the Provincial Government's annual grant). The Board has allocated these funds to the following areas in 2017-2018.

Salaries and Benefits	\$ 8,491,843
Library Materials and Collections:	\$ 952,500
Library Operations:	\$ 705,815
Contract Services:	\$ 440,919
Computer Connectivity and Support:	\$ 355,000
Capital Works:	\$ 257,500
Communication and Transportation:	\$ 220,480
Staff Training and Development:	\$ 85,000
Office Supplies	\$ 57,000
Repairs, Maintenance and Contingencies	\$ 46,886
Professional Fees:	\$ 35,000
Advertising	\$ 11,940
Institutional Memberships	\$ 2,500

Total Budget 2017-2018	\$11,662,383
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Library Locations

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

- Western (29 with 5 in Labrador)
- Central (33)
- Eastern (29)
- St. John's (3)

Of the 94 libraries currently in operation, 30 are located in schools, 36 are located in municipal buildings, four are located in government buildings and 24 are located in Provincial board owned or leased facilities.

Annual Statistics

Each year the Board records various statistics to help determine trends and evaluate the effectiveness of library programs and services. The following statistical summaries, from 2015- 16, provide an overview of our activities in the areas monitored:

- Of the 514,536 residents of the province (2011 Census, Stats Canada), 475,946 people (92.5 per cent) had access (within a 30 minute drive) to a range of library and information services through 94 public library facilities. One hundred per cent of the population had access to library materials either through library facilities or outreach initiatives such as Books by Mail, electronic resources and elibrary services.
- 139,885 individuals were registered as active library patrons representing 27 per cent of the population served.
- 1,590,815 items (library materials) were circulated to users (an average of 11 items per patron).
- 209,564 reference requests were processed. This represents the number of written and verbal inquiries processed by staff.

- 102,905 interlibrary loans were processed. This represents the number of items transferred from one library to another, within or outside Newfoundland and Labrador public libraries.
- 13,679 library programs were offered. A total of 107,492 people participated in the programs.
- 184,961 items (169,719 ebooks and 15,242 audio books) were checked out from our elibrary service.
- 268,914 computer use sessions were recorded (30 minute blocks) from 468 public access computers.
- 247,528 wireless sessions were recorded.

2. Mandate

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

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

3. Lines of Business

The board offers a variety of services throughout the province available to individuals of all ages. While there is a desire to have all services offered from all sites, certain services are available only at select sites due to hours of operation, size of the facility and staffing complement. The majority of the services are provided free of charge but some are subject to minimal fees.

Library services are available to all individuals holding a valid library card and, in some cases, to individuals without a library card.

With a valid library card, library patrons can:

- access information in a library;
- borrow materials;
- attend library programs;
- use public computers and access the Internet;
- access electronic resources remotely; and
- participate in outreach services.

Library activities have been grouped into three distinct lines of business:

1. *Information Access*

- a) Patrons can access information in print and electronic formats.
- b) Patrons can make queries, and access library catalogues and databases.
- c) Patrons can utilize in-house information.
- d) Patrons can use public library computers.
- e) Patrons can utilize free wireless Internet services (can be obtained in or adjacent to the library at selected sites).
- f) Patrons can acquire assistive technology, and new technology (at designated sites.)
- g) Patrons can access major collections (e.g., the Newfoundland and Labrador collection, and special interest collections).
- h) Patrons can access online services available from within the library or remotely from personal computers and mobile devices.

2. *Information Lending*

- a) Public libraries lend print and digital materials and, where available, materials in audio, visual and/or various other formats.
- b) Patrons are free to use materials on site and, where available, can renew or reserve materials from home computers using their library card access number.
- c) In some areas of the province patrons can borrow books by mail or receive books via home reader services.
- d) Individuals can also obtain materials, through inter-library loans, from other libraries within or outside the Provincial public library system.

3. *Life-long Learning*

Any person can participate in library programs which are designed to address the needs and interests of all age groups. These programs are intended to foster literacy, promote culture and a sense of community, increase skills and knowledge or are provided for simple enjoyment.

4. **Primary Clients**

Public library services are available to everyone.

5. Values

The board holds that it is the right of every individual to both seek and receive information from all points of view without restriction. NLPL provides free access to all expressions of ideas through which any and all sides of an issue, cause or movement may be explored within the limits of Canadian and International law. To that end the board holds certain values as intrinsic to the operation of NLPL. These values are the primary reasons our public libraries are an intrinsic part of the communities where they are situated and are a trusted and respected public service. The board ensures that these values are protected by every board member, staff and volunteer who cooperates not only with each other, but solicits from clients and stakeholders input to establish common goals and outcomes.

These values are:

Accountability	Justify and be answerable for actions or decisions
Excellence	Place the needs of the client first, and provide the best possible service with available resources
Inclusivity	Provide diverse library services void of any and all prejudices to all clients
Intellectual Freedom	Facilitate the open and free exchange of information and ideas
Progressive	Proactively seek practical, innovative and creative options for providing services
Respectful	Demonstrate politeness or deference toward all peoples, groups, and or beliefs

6. Vision

A public library system that provides access to a full range of library services to all, supporting personal growth, and life-long learning while helping to connect people and communities.

7. Strategic Issue

ISSUE: Sustainability of the Public Library System

Many changes have occurred over the past 15 years that impact public library services. Changes such as the impact of technology, declining rural populations, shifting demographics from rural to urban centres, the increasing costs to provide basic library services, and client expectations affect where libraries are located, how libraries function, what services are provided and options for service delivery. These issues are also affected by an increasingly challenging fiscal situation. The Provincial Government has limited resources and its ability to divert additional funds to the PILRB has become challenging. Per capita the NLPL system has more libraries than any other library system in Canada. In April 2016, the board announced that the system would be restructured into a Regional Library System, resulting in the closure of 54 public libraries. Four divisional offices were to be reduced to two with a reinvestment of \$650,000 in the public library system. In June 2016, this decision was suspended pending the results of a third party organizational and service review of the NLPL system by EY. This document will focus on developing a Future State Plan to help create a strong and vibrant public library system that can serve the residents of the province for the foreseeable future.

Goal: By March 31, 2020, the PILRB will have improved library services.

Indicators:

- Developed a Future State Plan for NLPL
- Implemented selected options from the Future State Plan

Objective 1: By March 31, 2018, the PILRB will have developed a Future State Plan for NLPL.

Indicators:

- Reviewed the Report on the Organization and Service Review of the public library system
- Reviewed the suspended decision to implement a Regional Library System
- Identified operational challenges

Objective 2: By March 31, 2019, the PILRB will have begun implementation of selected options in the Future State Plan.

Objective 3: By March, 31, 2020, the PILRB will have continued implementation of selected options in the Future State Plan.

Appendix 1

Strategic Directions (2017-20) (Source: Department of Education and Early Childhood Development)

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

Strategic Direction #1: Early Learning and Child Care

Outcome: Supported a continuum of early learning opportunities for children through enhanced early learning and child care services.

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

- ✓ Early childhood learning programs and services
- ✓ Progress on the 10-year child care strategy

Strategic Direction #2: K-12 Education

Outcome: An improved K-12 education system.

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

- ✓ Curriculum
- ✓ Teaching and Learning

Strategic Direction #3: Library Services

Outcome: Improved public library services

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

- ✓ Provincial public library services

Appendix 2

Provincial Information and Library Resources Board

Board Membership as of April 1, 2017

Name	Location	Appointment Type
Alpen, Myrtice	Lewisporte	Central Board Representative
Bellows, Carla	Rocky Harbour	LGIC
Butler, Joan	Conception Bay South	LGIC
Goodridge, Alan (Vice-Chair)	Goulds	St. John's Board Representative
Hynes, Estelle	Kippens	LGIC
Maddigan, Beth	St. John's	LGIC
Noonan, Gillian	Old Perlican	Eastern Board Representative
Pink, James	Burgeo	Western Board Representative
Taylor, Cal (Chair)	Conception Bay South	LGIC
Walsh, Patrick	Mount Pearl	LGIC

