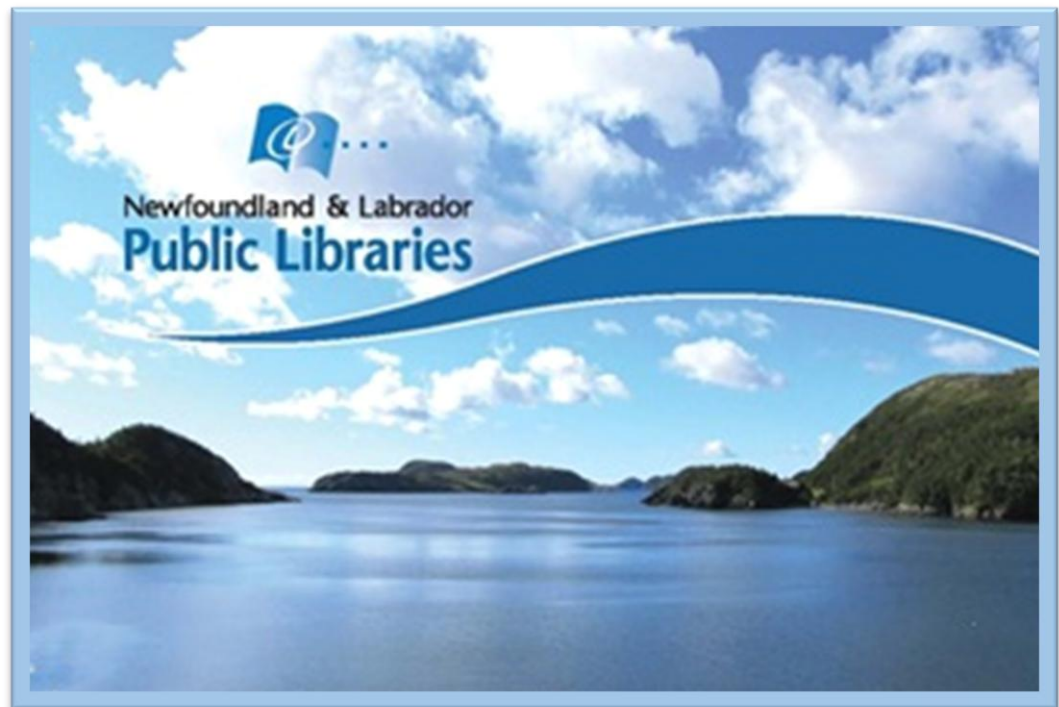


STRATEGIC PLAN



APRIL 1, 2026 – MARCH 31, 2029

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 Provincial Information and Library Resources Board of Newfoundland and Labrador for the period April 1, 2026 to March 31, 2029.

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

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



Respectfully Submitted,

A handwritten signature in blue ink that reads "Hilary Wicks Morrow". The signature is written in a cursive, flowing style.

Hilary Wicks Morrow, 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).

The PILRB is a Provincial board composed of representatives of regional library boards and appointees of the Lieutenant-Governor in Council (LGIC). According to section 3 of the **Public Libraries Act**, PILRB has not less than 10 and not more than 15 members, which includes: (a) a representative from each regional library board appointed by that board; (b) the chair of the St. John's Library Board appointed by that board; and (c) up to six other members appointed by the LGIC. The board members, as of April 1, 2026, are found in Appendix 2.

Regional and Local Library Boards

PILRB operates 94 public libraries throughout the province. Each local library has a local library board consisting of five to nine members with the exception of the three libraries in St. John's, which are supported by the St. John's board. These advisory boards support their local library by engaging in fund raising, community engagement and advocacy activities. A representative (normally the chair) of each local board is appointed to their respective regional library board (Western [including Labrador], Central and Eastern) which assists the PILRB by: helping ensure that services and programs are consistent throughout the different regions of the province, implementing policies, and assisting with promotion and fundraising. There are approximately 550 volunteer local library board members and a large number of other individuals who volunteer their time, in support of public library services.

The structure of the boards is found in Appendix 3.

Library Locations

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

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

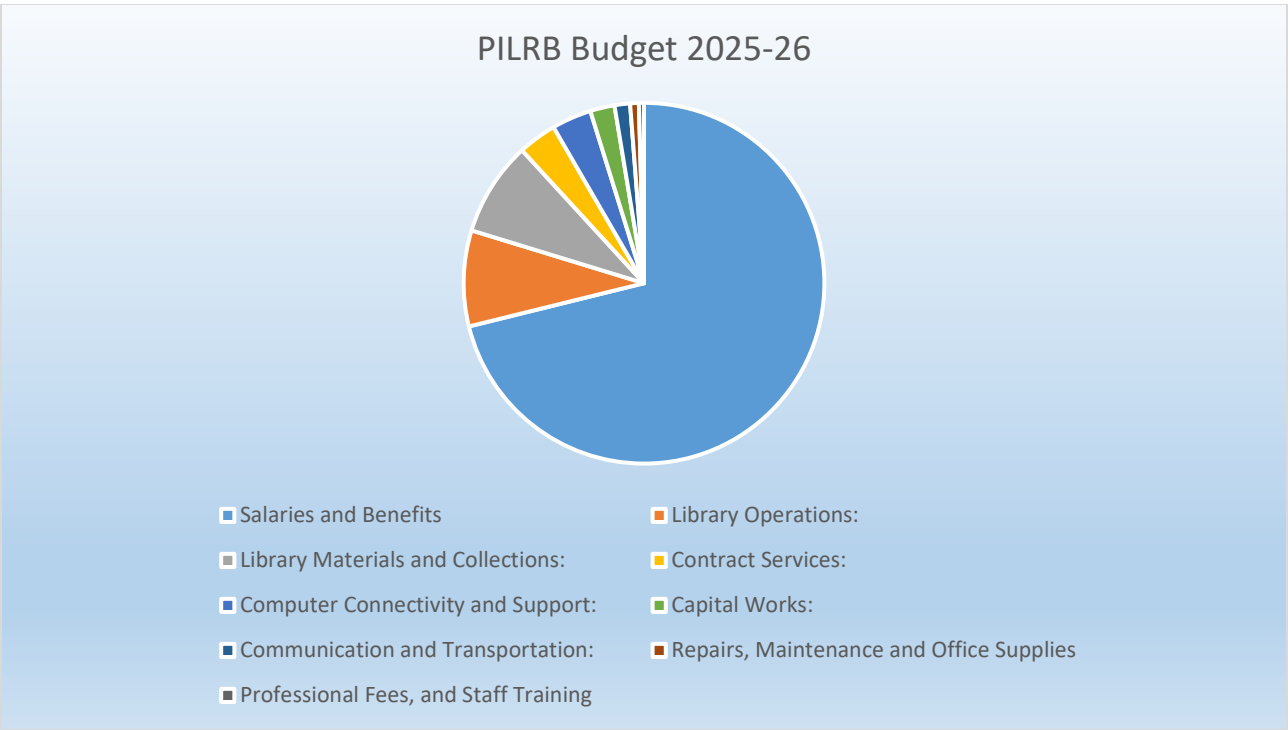
Of the 94 libraries currently in operation, 31 are located in schools, 35 are located in municipal buildings, four are located in government buildings and 24 are located in PILRB-owned or leased facilities.

Funding

The majority of PILRB’s funding is provided by the Provincial Government in the form of an annual operating grant. In addition to this, many of the municipalities, where 35 libraries are located, support their libraries by providing small grants, rent-free facilities, free cleaning and maintenance, etc. Other library funding is generated, internally, through fees collection, donations and fundraising. PILRB also receives funding for special projects on a regular basis from external agencies and/or the Federal Government. The provincial annual operating budget for 2025-26 is \$13.7 million. The PILRB has allocated these funds to the following areas in 2025-26.

Salaries and Benefits	\$ 9,764,740
Library Operations:	\$ 1,178,315
Library Materials and Collections:	\$ 1,160,000
Contract Services:	\$ 473,892
Computer Connectivity and Support:	\$ 488,133
Capital Works:	\$ 300,000
Communication and Transportation:	\$ 190,716
Repairs, Maintenance, Office Supplies:	\$ 106,660
Professional Fees, and Staff Training:	\$ 62,500

Total Budget 2025-2026 \$13,724,956



Staffing Complement

In order to provide library services throughout the province, the organization relies on a dedicated and competent workforce. As of April 1, 2026, PILRB had a total staff complement of 194 full and part-time permanent employees, and 150 substitute (casual) employees who are called to work in one or more of our library sites when regular staff take leave. Bargaining unit employees, including substitutes, are represented by the Canadian Union of Public Employees (CUPE).

2. Mandate

The mandate of the board is outlined in the **Public Libraries Act**. [RSNL1990 CHAPTER P-40 - PUBLIC LIBRARIES ACT \(assembly.nl.ca\)](https://www.assembly.nl.ca/bills/2019/RSNL1990%20CHAPTER%20P-40%20-%20PUBLIC%20LIBRARIES%20ACT.pdf) 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

Everyone who resides in Newfoundland and Labrador may avail of public library services. This is achieved through a variety of library services throughout the province to valid library card holders and in some cases individuals without a library card. Library card holders can access information in a library, borrow library materials, participate in library programs, access the Internet through public computers, access electronic resources remotely, participate in outreach services, and access maker space equipment and technologies.

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

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

In multiple languages, patrons can:

- a) Access information in print, audio, visual and electronic formats.
 - b) Make queries, and access library catalogues and databases.
 - c) Utilize in-house information.
 - d) Use public library computers.
 - e) Utilize free wireless Internet services (can be obtained in or adjacent to the library at selected sites.)
 - f) Use assistive technology, and new technology (at designated sites.)
 - g) Access major collections, e.g., the Newfoundland and Labrador collection, and special interest collections.
 - h) Access online services available from within the library or remotely from personal computers and mobile devices.
2. **Information lending** – The freedom or ability to borrow information in a physical or electronic format.
 - a) Public libraries lend print and digital materials and, where available, materials in audio, visual and/or various other formats and languages.
 - b) Patrons are free to use materials on site and, where available, can renew or reserve materials from their mobile electronic device or computer using their library card.
 - c) In some areas of the province patrons can receive home delivery of library materials through the mail, or through their local library home reader service (at designated sites), or digitally through the PILRB's e-library.
 - d) Individuals can also obtain materials, through inter-library loans, from other libraries within or outside the Provincial public library system.

3. **Continued Learning** – formal or informal self-initiated education that contributes to personal growth and development.

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

4. Vision

A public library system that provides equitable access to a full range of library services, supporting personal growth, continued learning, and meaningful connections within the community.

5. Strategic Issue

ISSUE: Enhancing Digital Literacy (Artificial Intelligence) Skills of Public Library Patrons and Staff.

Enhancement of any service a public library provides only serves to better society. One inherent way in which public libraries contribute to the well-being of society is through the development and maintenance of literacy skills. Through freely available reading resources and literacy-based programming for adults and children, NLPL supports this province's commitment to strengthening literacy levels throughout the province.

One area of literacy that has been rapidly evolving is in the area of Digital literacy, or more specifically Artificial Intelligence literacy (AI literacy). AI literacy is that part of Digital literacy that provides individuals with the knowledge and skills to understand, evaluate and responsibly use AI in work, education and daily life.

In a rapidly evolving world, AI has moved from experimentation to incorporation in everyday life and activities. AI Literacy has become extremely important for people of all ages so that they can understand how to use and evaluate AI as a tool. This includes understanding AI capabilities, limitations and ethical considerations.

Through the identification of partnership, library programming, staff education and training, and public outreach the NLPL will advance Artificial Intelligence literacy amongst staff and patrons.

This issue supports the province's commitment to educational outcomes as stated in the current government speech from the throne of March 2, 2026:

"The Minister of Education and Early Childhood Development is focused on... strengthening learning outcomes and aligning education and skills development with the opportunities of tomorrow. "

Goal: By March 31, 2029, the PILRB will have strengthened Digital and Artificial Intelligence literacy across the public library system.

Indicators:

- Implemented and Enhanced Digital and Artificial Intelligence literacy based services and programs for patrons (adults and children) and library staff.

Objective 2026-27: By March 31, 2027, the PILRB will have developed the necessary plans and piloted initiatives to support the implementation and enhancement of Digital and Artificial Intelligence literacy based library services and programs for patrons (adults and children) and library staff.

Indicators:

- Created an Artificial Intelligence Oversight Committee for the Newfoundland and Labrador Public Libraries.
- Conducted research and consultations with other jurisdictions to identify partnerships and Digital and Artificial Intelligence literacy based library services and programs that were being offered.
- Created and delivered a pilot public library program on Artificial Intelligence.
- Developed and launched a pilot library staff training session on Artificial Intelligence.

Objective 2027-28: By March 31, 2028, the PILRB will have initiated implementation of Digital and Artificial Intelligence literacy based library services and programs for patrons (adults and children) and library staff.

Objective 2028-29: By March 31, 2029, the PILRB will have enhanced Digital and Artificial Intelligence literacy based library services and programs for patrons (adults and children) and library staff and measured their effectiveness.

Appendix 1

Strategic Directions

Strategic directions set out the physical, social, or economic outcomes that generally require collaboration among multiple government entities. These directions are commonly communicated through platform documents, throne and budget speeches, and policy documents. Government entities are expected to consider these themes, as appropriate, in the development of their plans. In accordance with the Transparency and Accountability Act, strategic directions shall be considered in performance-based planning, supporting coordinated government action, and progress on shared priorities.

The Government of Newfoundland and Labrador has identified key strategic directions for the 2026–2029 planning cycle, including strengthening equity, safety, and belonging; setting children and youth up for success; rebuilding a stronger economy; and supporting rural and regional communities.

The PILRB has considered these priorities in the development of its 2026-2029 Strategic Plan and will contribute to outcomes by providing the citizens of Newfoundland and Labrador with safe and secure public spaces in rural and urban communities with various programming and materials, where anyone can expand their knowledge in all aspects of life, whether it is early literacy; student education; or life-long learning. Through our province wide support system of public libraries, the NLPL provides opportunities for individuals to develop a range of skills that results in stronger connections to their local community and society as a whole.

Appendix 2

Provincial Information and Library Resources Board

Board Membership as of April 1, 2026

Name	Location	Appointment Type
Barnes, Steve	Grand Bank	Eastern Board Representative
Collier, Charles	Bishop's Falls	Central Board Representative
Conway, Allison	St. John's	Lieutenant-Governor in Council
Glover, Daniel (Executive Officer)	St. John's	Lieutenant-Governor in Council
Lovelady, Lisa (Acting Chair)	St. John's	Lieutenant-Governor in Council
Roberts, Terry	Wabush	Western NL and Labrador Board Representative
Tobin, Monique	St. John's	St. John's Board Representative
Vokey, Krista	St. John's	Lieutenant-Governor in Council

* Note – As of March 31, 2026, there was two Lieutenant-Governor in Council's appointments vacant. These appointments are in the process of being filled.

Appendix 3

