

Provincial Information and Library Resources Board



Newfoundland & Labrador
Public Libraries

Strategic Plan 2014-17



Message from the Chair

The Provincial Information and Library Resources Board (the provincial board) is a Crown corporation of the Government of Newfoundland and Labrador mandated to establish and operate those public libraries in the province that it considers necessary and provide support to ensure that library materials, information and programs are available to meet the needs of the public.

The provincial board, which reports to the Minister of Education, is committed to operating the best system it can within the resources available. While library services have changed over the years, there is still strong evidence to support the need for public libraries. The provincial board believes a strong library system helps create informed and vibrant communities which contribute to our social fabric and make us a stronger, self-reliant, province. We also believe that our province deserves a strong network of services and resources which will to enable us to grow and become leaders in the country and the world.



Mr. Calvin Taylor, Chair

On behalf of the provincial board I am pleased to submit our Strategic Plan for the three-year period 2014-17. This plan has been prepared, in consultation with staff, in consideration of the strategic directions of government (Appendix 1), and represents our goals and directions for the next three years.

In accordance with section 5 (4) of the *Transparency and Accountability Act*, we acknowledge and accept our responsibilities as a category one entity. My signature below is indicative of the provincial board's accountability for the preparation of this plan and the achievement of the specific goals and objectives contained herein.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Calvin Taylor".

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 (the provincial board) is a Crown corporation established by the provincial government under authority of the *Public Libraries Act*. The corporation is run by the provincial board which is composed of representatives and alternates of the regional library boards and appointees of the Lieutenant-Governor in Council. The provincial board has not less than ten and not more than 15 members which include:

- (a) a representative from each regional library board, appointed by that board;
- (b) the chairperson 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.

A list of board members as of April 1, 2014 is provided in Appendix 2.

Regional and Local Library Boards

The provincial board operates 96 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 Newfoundland and 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 can be seen 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, 2014 the provincial board had a total staff complement of 195 full and part-time permanent employees (177 female and 18 male) and 170 substitute (casual) employees (161 female and 9 male) who were called to work in one or more of our library sites when regular staff take leave. The unionized employees, including substitutes, are represented by the Canadian Union of Public Employees (CUPE).

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 the provincial 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 provincial 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 2014-15 is \$10.6 million (approximately \$10.0 million of this comes from the provincial government's annual grant).

Library Locations

There are a total of 96 public libraries in the province. These libraries are divided into four regions:

- Western Newfoundland and Labrador (31* with 6 in Labrador)
- Central (33)
- Eastern (29)
- St. John's (3)

*At the end of December 2013, the St. Lunaire-Griquet public library was temporarily closed as a result of the closure of Bayview Collegiate. Options for a suitable, cost neutral, alternative location are being evaluated.

Of the 95 libraries currently in operation, 31 are located in schools, 33 are located in municipal buildings, four are located in government buildings and 27 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 2013-14, will provide an overview of our activities in the areas monitored:

- Of the 514,536 residents of the province (2011 Census, Stats Canada), 452,591 people (88 per cent) had direct access (within 15 kilometers) to a full range of library and information services through 96 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.
- 116,157 individuals were registered as library patrons representing 26 per cent of the population served.
- 1,537,985 items (library materials) were circulated to all patrons (an average of 13 items per patron).
- 237,923 reference requests were processed. This represents the number of written and verbal inquiries processed by staff.
- 100,501 interlibrary loans were processed. This represents the number of items transferred from one library to another, within or outside Newfoundland and Labrador public libraries.
- 11,247 library programs were offered. A total of 107,492 people participated in the programs.
- 143,988 items (132,075 ebooks and 11,913 audio books) were checked out from our new e Library service).
- 290,959 computer use sessions were recorded (30 minute blocks) from 459 public access computers.
- 171,327 wireless sessions were recorded which represents the number of patrons who connect to the public library Internet services, wirelessly, using their own computer or device.
- 167,295 items were used in-house but not borrowed.

2. Mandate

The mandate of the provincial 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 provincial 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 allocations. 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. Library cards are provided free of charge although replacement cards cost \$2.00. 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/or access library catalogues and databases housed in libraries.
- c) Patrons can access in-house information (also available to persons without a valid library card.)
- d) Patrons can use public library computers.
- e) Patrons can utilize free wireless internet services (can be obtained in or adjacent to the library in selected sites.)

- f) Patrons can acquire assisted technology, emergent technology and new technology (at designated sites.)
- g) Patrons can access major collections, i.e. the Newfoundland and Labrador collection, special interest collections, and the Literacy Clearing House collection.
- h) Online services are available from within the library and from a computer at home or elsewhere.

2. Information Lending

- a) Public libraries lend print materials and, where available, materials in audio, visual and/or digital format.
- 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) Certain sites lend equipment such as digital cameras, laptop computers, etc.
- d) In selected areas of the province patrons can borrow books by mail or receive books via home reader services.
- e) Individuals can also obtain materials, through inter-library loans, from other libraries within or outside the provincial public library system.

3. Programs for Life-long Learning

- a) Any person can participate in library programs designed to address the needs and interests of all age groups, such as preschool story times, class visits, book clubs, special presentations, computer training, etc. These programs are intended to help improve literacy, promote culture, increase skills and knowledge or for simple enjoyment. Occasionally, outreach programs are also provided.

4. Primary Clients and Related Expectations

Public library services are available to everyone: children; teens; parents; families; adults; seniors; tourists; students; and teachers. Whether these patrons use the public library facilities for learning, hobbies, leisure, study or research, all expect convenient hours of operation, access to current and relevant materials and expect to be served in a pleasant and friendly manner by knowledgeable and informed staff. They also expect an appropriately sized, conveniently located facility, where all users can enjoy a mutually beneficial environment. Users also expect a service which is void of any prejudices relating to gender, race, religion, status and economic position and expect that the freedoms as guaranteed under the *Canadian Charter of Rights and Freedoms* will be upheld.

5. Values

The provincial board holds certain values as intrinsic to the operation of Newfoundland and Labrador Public Libraries. These values, along with the public library board members, staff and volunteers who ensure they are protected, are the primary reasons our public libraries are a valued part of the communities where they are situated and are a trusted, respected, public service.

Client Focus	Each person puts the needs of clients first as they perform their duties.
Excellence	Each person strives to provide the best possible service.
Progressive	Each person proactively seeks innovative and creative solutions which are practical.
Collaboration	Each person solicits input from others, and contributes to the establishment of appropriate common goals and outcomes.
Universality	Each person strives to make appropriate services available to all users.

6. Vision

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

7. Mission

We believe there is a need to modify and transform the current public library system in order to improve library services for the people of Newfoundland and Labrador. Libraries, which have traditionally been viewed as repositories of print information in support of education and personal development, have grown to be much more. Modern libraries provide materials in a variety of formats catering to the entire population regardless of age or ability. Movies and music are common collection items in many libraries which contribute to their recreational value. Training, library programs and community events have now become important library services. Public libraries are still important sources of information in support of education, research and personal development but libraries are being transformed into centres of information, learning, socialization and recreation. The library experience is now as much about the facility, the space, the equipment and the people as it is about information. These factors, collectively, contribute to the establishment and maintenance of quality library services. The provincial board is committed to making whatever improvements it can, within its current fiscal resources, to create a better library system for the people of the province.

This mission supports the strategic directions of government in the areas of Early Childhood Learning and Primary, Elementary and Secondary Education (specifically, the library service component).

By March 31, 2017, the provincial board will have improved library services, facilities and equipment to enhance the library experience for the people of Newfoundland and Labrador.

Measure: Enhanced library experience

Indicators: Improved services
Improved facilities
Improved equipment

8. Strategic Issues

ISSUE 1: Enhanced Promotion of the Value of the Public Library System

While public library services are currently being used by approximately 26 per cent of the population of the province, staff members are regularly advised by new patrons that they were not aware of specific library programs or services. Furthermore, when dealing with non-library boards and agencies in the province it is evident that many are also not aware of the variety of programs and services being offered by the public library system or that public libraries exist in 96 locations. While 26 per cent is a respectable number of active library users, some provinces in Canada are reporting that 50 per cent of their citizens are registered library patrons. The provincial board feels there is a significant opportunity for growth and believe a direct, targeted, sustainable public libraries promotional plan would increase awareness of the public library system and improve membership rates in all areas of the province. To this end, efforts will focus on development of new promotional materials, regular mail outs, personal telephone campaigns, and increased media coverage. This issue supports the library services component of the Primary, Elementary and Secondary Education strategic direction of government.

Goal: By March 31, 2017, the Provincial Information and Library Resources Board will have enhanced promotion of the value of the public library system.

Measure: Enhanced promotion of the value of the public library system

Indicators:

- Increased activities to enhance community awareness
- Increased communication efforts
- Increased interaction with government
- Targeted partnership opportunities

Objective 1: By March 31, 2015, the provincial board will have developed a strategy to enhance promotion of the public library system.

Indicators:

- Established rationale for strategy
- Identified prospective communities/partners/opportunities
- Identified options to enhance promotion
- Established implementation parameters

Objective 2: By March 31, 2016, the provincial board will have commenced implementation of the promotional strategy.

Objective 3: By March, 31, 2017, the provincial board will have continued implementation of promotional strategy.

ISSUE 2: Sustainability Plan for the Public Library System

Many changes have occurred over the past 10 years that impact on public library services. Issues such as changing technology, demographics and client expectations affect where libraries are located, how libraries function, what services are provided and options for service delivery. A sustainability plan is needed to help create a strong and vibrant public library system that can serve the residents of the province for the next 10 years and beyond. This plan will focus on developing a prioritized list of services, seeking alternative funding options, cross training staff, outsourcing work, revising library schedules, providing alternate means of service, etc. This issue supports the library services component of the Primary, Elementary and Secondary Education strategic direction of government.

Goal: By March 31, 2017, the provincial board will have maximized its services within current fiscal resources.

Measure: Maximized services within the current fiscal resources

Indicators:

- Identified and implemented operational efficiencies where possible
- Engaged staff throughout sustainability process
- Pursued alternate funding opportunities
- Enhanced staff development and recruitment

Objective 1: By March 31, 2015, the provincial board will have conducted preliminary work to develop a sustainability plan.

Indicators:

- Reviewed core services requirements
- Identified operational challenges
- Conducted staff and local board engagement activities

Objective 2: By March 31, 2016, the provincial board will have completed development of a sustainability plan and begun implementation of options to maximize Services

Objective 3: By March, 31, 2017, the provincial board will have continued implementation of select options to maximize services

Appendix 1

Strategic Directions (2014-17) (Source: Department of Education)

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

Title: Primary, Elementary and Secondary Education

Strategic Direction: Educational foundations are enhanced for each student throughout the primary, elementary and secondary system.

This requires systemic intervention by the department and its entities in the areas of:

Components of Strategic Direction	This Direction is addressed:		
	in the board's strategic plan	in the board's operational plan	in the branch/divisional work plans of the board
1. Curriculum			
2. Academic Achievement			
3. Inclusive Education			
4. Safe and Caring Schools			
5. Library Services	X		

Title: Early Childhood Learning

Strategic Direction: Enhanced early childhood learning to all families with children from zero to six years of age, throughout the province.

This requires systemic intervention by the department and its entities in the areas of:

Components of Strategic Direction	This Direction is addressed:		
	in the board's strategic plan	in the board's operational plan	in the branch/divisional work plans of the board
1. Programming		X	
2. Services		X	
3. Professional Development		X	
4. Promotion		X	

Appendix 2

Provincial Information and Library Resources Board
 Board Membership as of April 1, 2014
Divisional Board Representatives

Name	Location
1. Taylor, Calvin (Chair) Eastern Board Representative	Conception Bay South
2. Pink, James Western Newfoundland and Labrador Board Representative	Burgeo
3. Goodridge, Alan (Vice-Chair) St. John's Board Representative	Goulds
4. Elliott, Everett Central Board Representative	Botwood

Regional Board Observers

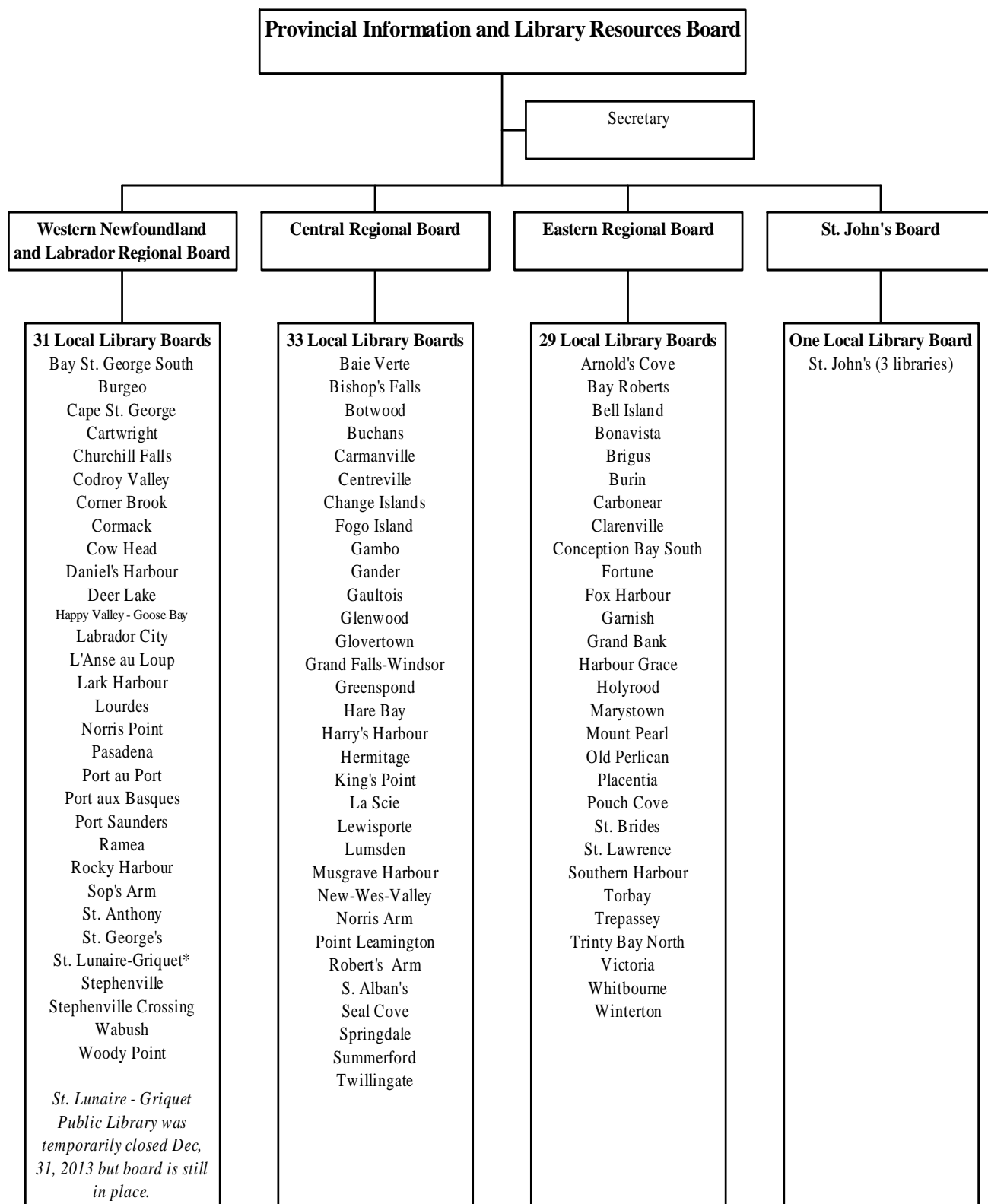
1. Noonan, Gillian Eastern Board Observer	Old Perlican
2. Tulk, Judy Central Board Observer	Traytown
3. Ford, Augusta St. John's Board Observer	St. John's
4. Neary, Pamela Western Newfoundland and Labrador Board Observer	Wabush

Appointees of the Lieutenant Governor in Council

1. Bellows, Carla	Rocky Harbour
2. Walsh, Patrick	Mount Pearl
3. Hayward, Rick	St. John's
4. Burke, Audrey	Grand Falls - Windsor
5. Hynes, Estelle	Kippens
6. ADM Education – Joan Morris	St. John's

Appendix 3

**Newfoundland and Labrador Public Libraries
Board Structure**



April 1, 2014