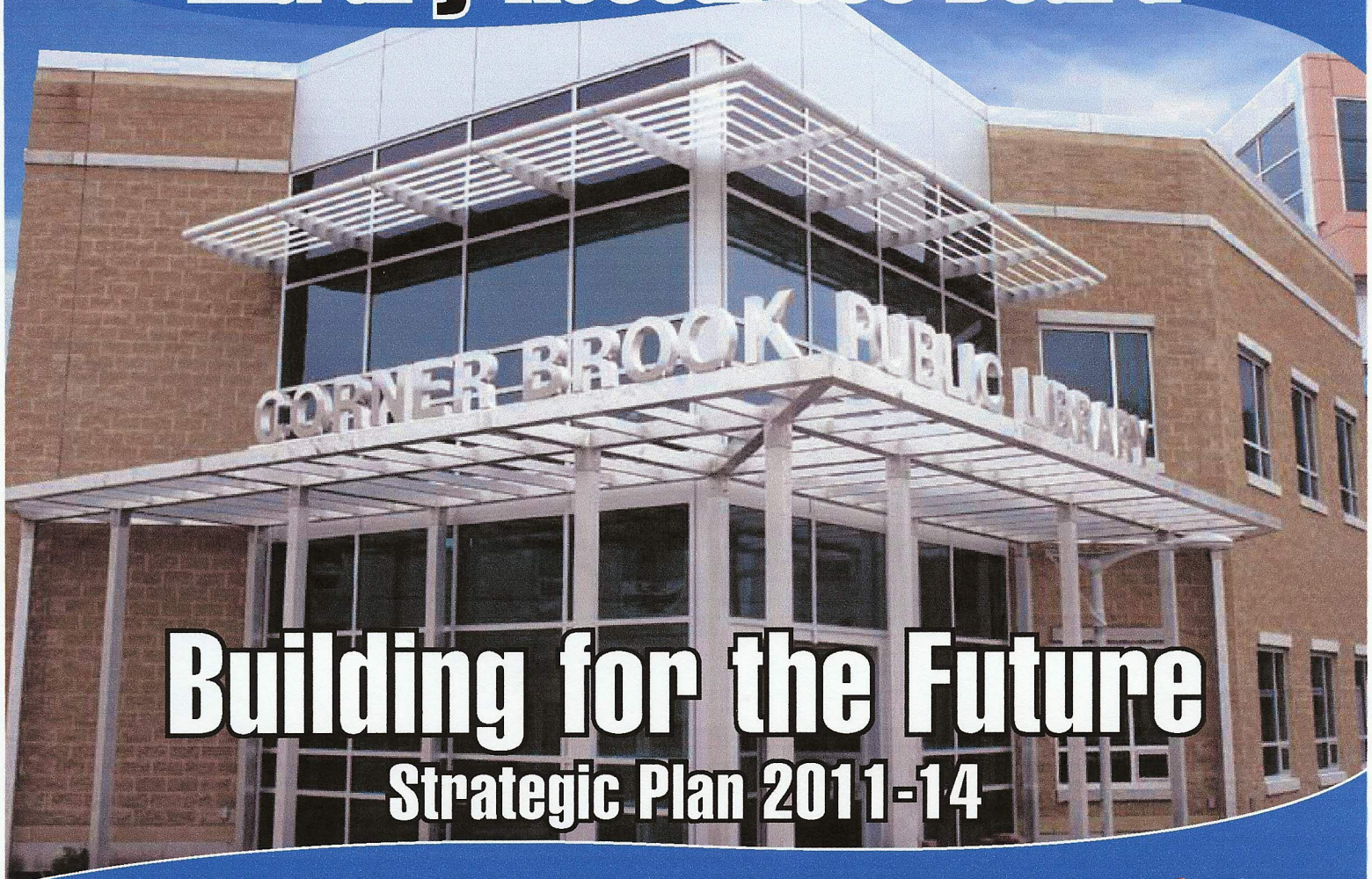




Newfoundland & Labrador
Public Libraries

Provincial Information and Library Resources Board



Building for the Future

Strategic Plan 2011-14

Newfoundland
Labrador

Message from the Chair

The Provincial Information and Library Resources Board is a Crown Corporation of the Government of Newfoundland and Labrador mandated to establish and operate Newfoundland and Labrador Public Libraries. The board, which reports to the Minister of Education, is committed to operating the most efficient and effective public library system possible to achieve the maximum benefit for the residents of our province and people around the world. We are convinced that an effective and efficient library system will help create an intelligent and productive population where people can make informed decisions and become more productive members of their communities.



Mr. Calvin Taylor, Chair of PILRB

On behalf of the Provincial Information and Library Resources Board I am pleased to submit our Strategic Plan for the three-year period 2011-14. This plan has been prepared by the provincial board in consultation with staff, in consideration of the strategic directions of government, 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 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". 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 (PILRB)

The PILRB is a crown corporation established by the provincial government under authority of the *Public Libraries Act*. The corporation is run by a provincial board which is comprised 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.

Regional and Local Library Boards

The PILRB 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 I.

Staffing Complement

In order to provide library services throughout the province, the organization relies on a dedicated and competent workforce. As of March 31, 2011 the PILRB had a total staff complement of 209 full and part-time permanent employees (188 female and 21 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 members were not available for work. These casual workers, known as substitutes, were recently unionized and are now represented by 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 PILRB 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 may provide: small grants, rent-free facilities, or cover the costs of cleaning/maintenance, etc. Other funding is generated, internally, through fines collection, donations and fundraising. The 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 2011-12 is \$12.3 million (approximately \$11.2 million of this comes from the provincial government's annual grant).

Library Locations

There is 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)

Of the 96 libraries, 32 are located in schools, 33 are located in municipal buildings, five are located in government buildings and 26 are located in PILRB owned or leased facilities.

Annual Statistics

Each year the PILRB records various statistics in order to determine trends and to evaluate the effectiveness of library programs and services. For several years, we had experienced slight decreases in some activities, likely attributed to demographics or the temporary closure of libraries for structural repairs. Over the past three years we are seeing increases in most of our statistics (based on annual statistics in six service areas). We believe this is attributed to our expanded publicity campaign and an attempt to make our programs and services more responsive to the needs of our clients. The following statistics are from fiscal year 2010-2011:

- 509,739 people lived in Newfoundland and Labrador (Stats Can. 2010 Population Estimates).
- 436,557 people had access to public library services (within 24 kilometers of a library) which represented approximately 86 percent of the population of the province.
- 104,078 individuals (80,496 adults and 23,582 children) were registered as library patrons representing 24 percent of the population who had access to public library services.
- 1,655,604 items (library materials) were circulated to all patrons (average of 16 items per patron).
- 317,628 reference requests were processed (average of three requests per patron).
- 103,256 interlibrary loans were processed.
- 4,837 library programs were offered (57,756 people participated).
- 404,654 computer use sessions were recorded (30 minute blocks).

2. Mandate

The mandate of the PILRB 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 PILRB offers a variety of services throughout the province. These services are available to individuals of all ages although some restrictions apply. 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, and
- use public computers and access the Internet.

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 computers.
- e) Patrons can utilize free wireless internet connectivity (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) Most online services are available from within the library and from a computer at home (online courses, online shopping, online banking, etc.)

2. Information Lending

- a) Public libraries lend print materials and, where available, materials in audio, visual and/or digital 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) 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 and increase skills. Occasionally, outreach programs are also provided.

4. Primary Clients and Related Expectations

Public library services are available to everyone; children, teens, parents, 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 PILRB 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 material 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 still have a role to play in providing 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. This mission supports the strategic directions of government in the areas of Early Learning and Academic/Learning Foundation (specifically, the library service component).

By March 31, 2017, PILRB 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: Accessibility to Library Services

In order to increase the usage of public library services by existing patrons and encourage more people to become library patrons, public library services must be readily available, of high quality and responsive to the needs of the public. Given the increasingly busy lifestyles of people, services have to be available at convenient times and be easily accessible from a variety of locations in order to encourage people to use them. There are also many communities without library facilities so alternate methods of service delivery must be developed to reach these areas. Services should be accessible to all people, regardless of their age, gender or ability. People should know of and be easily able to find the services which are available. This goal supports the strategic directions of government in the areas of Early Learning and Academic/Learning Foundation (specifically, the library services component).

Goal: By March 31, 2014 the PILRB will have improved accessibility to library services.

Measure: Improved accessibility to library services

Indicators: Enhanced programs
Expanded services
Expanded automation
Enhanced promotions

Year 1 Objective

By March 31, 2012, the PILRB will have identified options to improve accessibility to library services based on identified gaps in programs and operations.

Measure: Identified options to improve accessibility

Indicators:

- Completed environmental scan
- Identified gaps in accessibility of library services
- Developed accessibility improvement plan
- Identified staff training needs
- Developed new data collection system
- Enhanced E-Resources

Year 2 Objective

By March 31, 2013, the PILRB will have begun implementation of select options to improve accessibility to library services.

Year 3 Objective

By March 31, 2014, the PILRB will have completed implementation of select options to improve accessibility to library services.

ISSUE 2: Facilities and Equipment

Libraries have traditionally been defined as buildings housing a collection of books and other information. While this definition is still partially accurate, libraries have evolved to become much more. They are also meeting places for community groups, computer access locations, training centres, or simply places of relaxation. Since the use of libraries has expanded so has the need to ensure they are conveniently located, modern and spacious, while complying with the various regulatory requirements for public spaces and catering to the needs of everyone regardless of age or ability. Library facilities are as important as the information they contain. It is important, therefore, to ensure that the facilities and equipment contribute to, rather than detract from, the library experience. This goal supports the strategic directions of government in the areas of Early Learning and Academic/Learning Foundation (specifically, the library services component).

Goal:

By March 31, 2014, the PILRB will have improved patrons' library experience through facilities and equipment upgrades.

Measure: Upgraded facilities and equipment

Indicators:

- Improved facilities
- Improved equipment

Year 1 Objective

By March 31, 2012, the PILRB will have identified options to improve library facilities and equipment based on identified needs.

Measure: Identified options to improve library facilities and equipment

Indicators:

- Updated existing facility and equipment improvement plans
- Completed environmental facility and equipment scan at select sites and identified needs
- Installed new facility signs

Year 2 Objective

By March 31, 2013, the PILRB will have begun implementation of selected options to improve library facilities and equipment.

Year 3 Objective

By March 31, 2014, the PILRB will have completed implementation of selected options to improve library facilities and equipment.

9. Strategic Directions (2011-14)

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.

1. Title: Early Learning

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

This outcome supports the policy direction of government. It requires systemic intervention by the department and its entities in the areas of:

Components of Strategic Direction	Being Addressed by Other Entities Reporting to the Minister	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. Space and furniture requirements		X		
5. Promotion				X

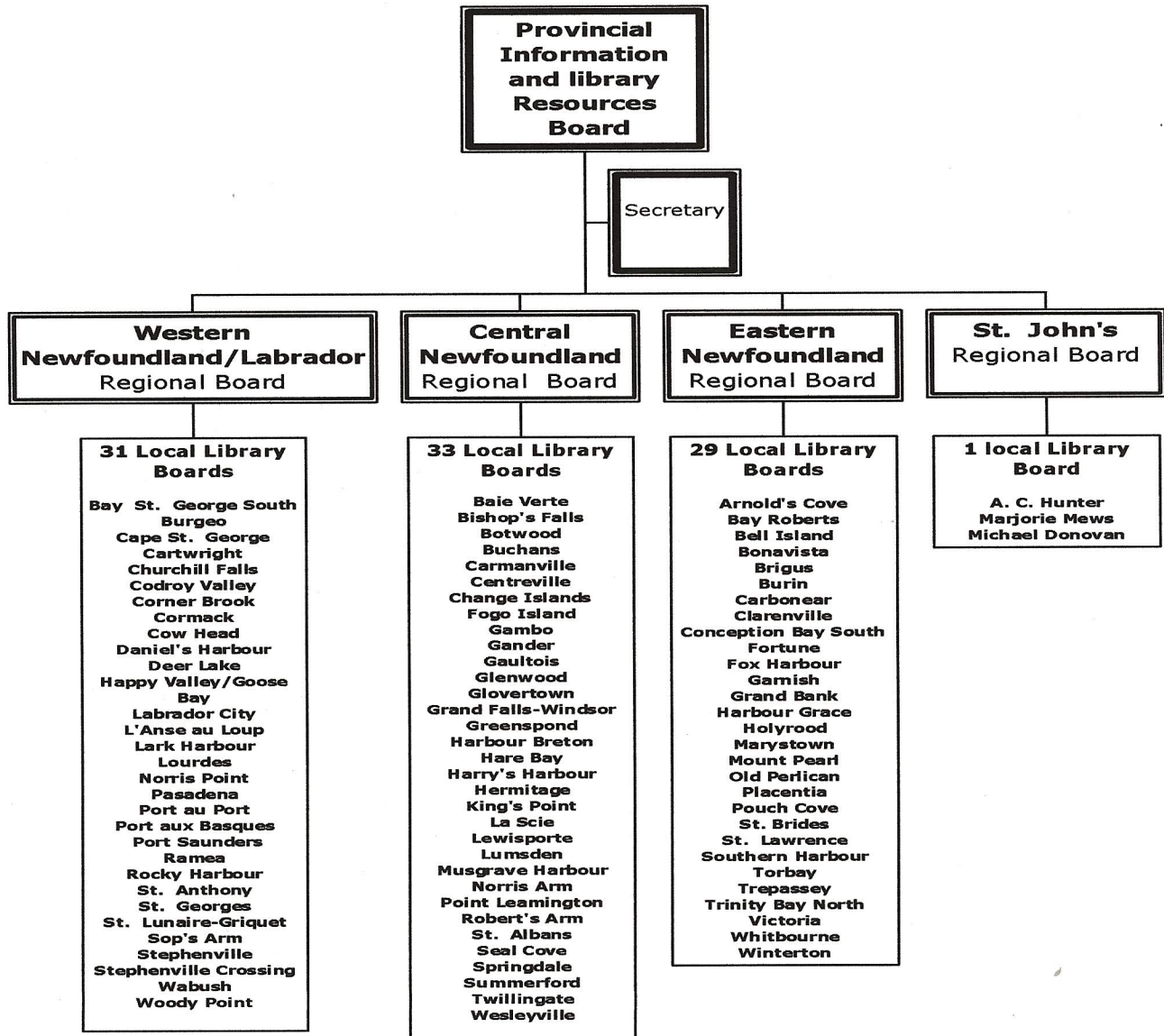
2. Title: Academic/Learning Foundation

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

This outcome supports the policy direction of government. It requires systemic intervention by the department and its entities in the areas of:

Components of Strategic Direction	Being Addressed by Other Entities Reporting to the Minister	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. Student Supports, especially for struggling learners	X			
2. Curriculum	X			
3. Academic Achievement	X			
4. Character education programming	X			
5. Library services		X		

**Newfoundland and Labrador
Public Libraries
Board Structures**



March 31, 2009