



Newfoundland & Labrador
Public Libraries

Annual Report

2008-09

Submitted by

**The Provincial Information
and
Library Resources Board**

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PROVINCIAL INFORMATION AND LIBRARY RESOURCES BOARD
 PROVINCIAL ADMINISTRATION DIVISION
 48 St. George’s Avenue, Stephenville, NL A2N 1K9

Honourable Dr. Darin King
 Minister of Education
 Department of Education
 P. O. Box 8700
 St. John’s, NL
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September 18, 2009

Dear Minister King:

In accordance with section 16 of the *Public Libraries Act RSN 1990 CHAPTER P-40*, as amended, and section 9 of the *Transparency and Accountability Act, SNL2004 T-8.1*, we are pleased to submit the Provincial Information and Library Resources Board’s annual report for the operation of the Newfoundland and Labrador Public Libraries during fiscal year 2008-09.

The mandate of the Provincial Information and Library Resources Board, as a category one government entity, is to provide public library and information services to the people of Newfoundland and Labrador. Public libraries have always been considered an important community service. They are used to access information for business, provide access to government information, assist and educate students and children, as sources of hobbies for the elderly and as leisure enjoyment for all. More recently, they have been used as public computer access sites and sources of CDs and DVDs. We want to build on the existing strengths of public libraries and expand library services so they play even more important roles in our communities in the future.

On behalf of the entire board, I offer my sincere thanks to all our local, divisional, and provincial board members, staff, partners and patrons who have contributed to or used our services during this past year. I also want to acknowledge the support we have received from the Department of Education and Government. Your continued contributions to, use of and support for our services are sincerely appreciated.

This report was prepared under my direction and documents the activities and outcomes of the Provincial Information and Library Resources Board from April 1, 2008 to March 31, 2009. The outcomes reported reflect government’s strategic directions for our organization and my signature below is indicative of the board’s accountability for the actual results.



Calvin Taylor, Chair

BOARD STRUCTURES

Provincial Information and Library Resources Board

The Provincial Information and Library Resources Board (PILRB) is an independent organization established by the Government of Newfoundland and Labrador, under authority of the *Public Libraries Act*, to oversee the operation of the public library services in the province and is now commonly referred to as the Newfoundland and Labrador Public Libraries. The organization has existed, in some form, since 1935.

The PILRB is a provincial board comprised of representatives and alternates of regional library boards and appointees of the Lieutenant-Governor in Council. 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 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. The current board members, as of March 31, 2009, can be viewed in Appendix 1.

Regional and Local Library Boards

The PILRB currently operates 96 public libraries across the province. Each local library is operated by a local library board consisting of five to nine members with the exception of the three libraries in St. John's which operate under the St. John's Library Board. A representative of each local library board is appointed to a regional library board which assists the provincial board to ensure services and programs are consistent throughout the different regions of the province and aids in the development and implementation of policies. The structure of the boards is outlined in Appendix 2.

ORGANIZATIONAL OVERVIEW

Vision

The PILRB's vision of the public library system in Newfoundland and Labrador is universal access to a full range of library and information services supporting personal growth and life-long learning.

Mission

By 2011, the PILRB has adapted the public library system in order to improve services for the people of Newfoundland and Labrador.

Measure: Adapt to improve.

Indicators:

- Library services relative to needs and funding
- Capital improvements in select areas
- Hours of operation are identified and evaluated
- Number and types of resources (print and electronic format)
- Ability of hardware, software and communications infrastructure to meet current needs
- Percentage of provincial population served
- Number of sites automated
- Opportunities for resource sharing are identified and communicated
- Joint service arrangements are evaluated
- External funding sources are identified and implemented as appropriate
- Library programs are adapted to meet needs
- Training levels of board members and staff
- Efficiencies of service delivery

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.

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 programs offered from all sites, certain programs are available only at select sites due to hours of operation, size of the facility and staffing allocations. The majority of the programs are provided free of charge but some are subject to minimal fees. For example, fees are charged for compact discs, diskettes, photocopying, printing, faxing and for rentals of meeting rooms, digital cameras, and laptop computer training labs. Complete lists of services and associated fees are available from each local library.

Library programs 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 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 and increase skills. Occasionally, outreach programs are also provided.

Library Funding

The public library system is funded, primarily, by the provincial government in the form of an annual operating grant. In 2008-09, the grant was \$10,147,300 which included annualized increases of \$ 429,100 for negotiated salary increases, \$150,000 for electronic resources and \$80,500 for rental increases. The grant also included one-time funding of \$260,000 for the following projects: modernizing the Stephenville library; shelving for Stephenville Crossing, Deer Lake, Botwood and St. John's plus one additional site; and funding to improve the children's areas in 35 sites. Municipalities also contributed, financially, to the operation of libraries. While the monetary value of the municipal contributions was low (\$70,000), there were significant in-kind contributions in the form of buildings, free rent, snow clearing, maintenance, etc. These in-kind contributions, which are not included in our budget figures, exceeded \$1,000,000 last year. The remainder of our funding is self-generated from fines, fees for service and donations. Our total budget for 2008-09 was \$11.34 million which included the one time funding of \$260,000.

The PILRB's fiscal position is audited annually by the Office of the Auditor General. A reproduction of the PILRB's financial statements for 2008-09 is attached in Appendix 3.

Staff Complement

As of March 31, 2009 the PILRB had a total staff complement of 209 full and part-time permanent employees (186 female and 23 male) and 153 substitute employees (147 female and 6 male). Substitutes are casual employees who are called to work when permanent staff members take leave. There were also approximately 800 volunteer library board members and many other individuals who volunteered to support their public library. The Newfoundland and Labrador Public Libraries staff organizational chart can be viewed in Appendix 4.

Library Locations

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

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

Of the 96 public 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.

Partnerships

The NLPL would not be able to provide the services we do without the assistance of our partners:

- Many municipalities support public libraries with funding or in kind contributions.
- Local library boards help keep our libraries open and raise funds to help establish and support our programs.
- The school districts, throughout the province, provide space for 32 of our libraries.
- The Community Access Program has been instrumental in providing public computers and Internet access.
- The National Film Board has been a long standing partner in library services providing products that otherwise would either be too expensive or not available.
- We continue to share resources and best practices with libraries at Memorial University and the College of the North Atlantic.
- The CBC has provided materials to improve the library services and has assisted with the advertising of our programs our services.
- The Department of Education provides the bulk of our funding and expertise when needed. The Department of Transportation and Works has been a great asset as we encounter issues with our buildings or properties.
- There are a great many other organizations and agencies which assist us on a day to day basis and for that support we are truly grateful.

Achievements

Fiscal year 2008-09 was another productive year for the PILRB. The additional funding provided by government enabled the organization to continue several existing projects and undertake some new initiatives. We were able to continue with our scheduled capital works projects, staff and board training, marketing, and development of our

early literacy program. In addition to this, we were able to increase the number of electronic resources available to our patrons, complete a major renovation project at the Stephenville library, upgrade shelving at four sites in the province and upgrade children's areas in 35 sites. We were also able to commence an operational review of our Provincial Resource Division, which includes the Provincial Resource Library and the St. John's Public Libraries. All of these projects/initiatives will have positive effects on the provision of library services throughout the province.

Our key activities during 2008-09 are listed below:

Library Services

- 508,990 people lived in Newfoundland and Labrador (January 1, 2009 Demography Estimates).
- 436,557 people had access to public library services which represented approximately 86 per cent of the population.
- 104,651 individuals (79,717 adults and 24,934 children) were registered as library patrons who represent 24 per cent of the population served. This is a one and a half per cent increase compared to the previous year and is attributed to our promotional campaign and possibly the increased use of library services in times of recession.
- 1,575,808 items (library materials) were circulated to all patrons (15 items per patron). This represents more than a four per cent increase compared to the previous year and is attributed to our promotional campaign and possibly the increased use of library services in times of recession.
- 311,092 reference requests were processed (3 requests per patron). This represents a greater than three per cent decrease compared to the previous year. While this number fluctuates annually, we expect to see decreases as more information becomes available through the Internet.
- 82,068 interlibrary loans were processed. This represents a 15 per cent increase compared to the previous year. The increase in the number of loans to or from other systems is a positive result of improvements in resource sharing between other library systems within and outside the province and the growing demand for material not contained within the NL public library system. Similarly, there is growing demand from other library system users for unique material which exists within the NL system but is not available elsewhere. Automation of library sites also allows library patrons to view and borrow materials available in other automated libraries.
- 4,655 library programs were offered (39,425 people participated). This represents a greater than nine per cent increase in the number of programs and a two per cent increase in the number of people attending compared to the previous year. The number of programs offered each year is dependent on staff time and resources. The number of people attending is dependent on the number of people available, the particular interest in the program and the convenience of program schedules. Staff has increased the number of library programs offered throughout the province.

- 438,309 computer use sessions were recorded (30 minute blocks). This represents a greater than 5 per cent decrease compared to the previous year. This is attributed to the temporary closure of some of our libraries for renovations and automation and the growth of the number of computers in homes around the province.

Library Operations

- \$1,150,000 was allocated for library materials including:
 - \$721,926 for books
 - \$154,000 for periodicals
 - \$81,000 for standing orders
 - \$138,000 for electronic information services
 - \$49,000 for DVDs and videos
 - \$12,500 for audio books
 - \$8,000 for talking books
- New databases were permanently added to our online resource centre including:
 - EBSCO Host - a multi resource database which will allow a patron to search several online database resources such as:
 - Canadian Reference Center:
 - Master FILE Premier:
 - Health Source (Consumer Edition)
 - NoveList Plus
 - Chilton Manuals
 - Magill's Medical Guide
 - Oxford Language Dictionaries
 - Oxford Music Online
 - Oxford English Dictionary
 - World Book Encyclopedia Online
- High demand public programming continued including sessions on fraud awareness, taxation, gardening, health issues and genealogy.
- Libraries at Placentia and Happy Valley - Goose Bay were automated.
- Rollout of the new serials module of the Automated Library Management System commenced.
- A major library repair project was started in Stephenville and the ongoing major repair project in Labrador City was completed.
- Library revitalizations were carried out in Bell Island, Cormack, Daniel's Harbour and Robert's Arm.
- Approval was received for a new 11,000 sq. ft. library in Corner Brook. The new library will be located in the new City Hall complex and will replace the 6,500 sq. ft. current library located in the Sir Richard Squires building. The anticipated completion date is October 2010.
- Ongoing meetings were held with the Town of Paradise regarding their request for a new public library, and with the Town of Conception Bay South regarding the need

for a larger public library to serve the growing demands of their residents.

- Meetings were held or we communicated with Eastern, Central and Western School Districts and the Department of Education regarding school-public library space issues in Marystown, Burin and new space opportunities in Torbay, Baie Verte, Stephenville Crossing and St. Anthony. Work is ongoing relating to the Marystown and Burin sites and the PILRB continues to work with the Department to explore possible new library opportunities.
- \$507,078 was received from the Community Access Program (CAP). The funding was used for hardware upgrades, installation of a secure wireless system, installation of a remote support system, and connectivity.
- The materials budget for videos/DVDs, audio and talking books was increased to \$69,500 to expand these collections in response to increased public demand.
- 36 staffing competitions were completed for existing positions.

Technical Services

- 50,974 new volumes were purchased for public libraries around the province (6 per cent increase over previous year mainly attributed to a larger materials budget).
- 68,876 volumes of materials, including new purchases and donations, were received (7 per cent increase over previous year mainly attributed to increase number of new volumes purchased with an increased materials budget).
- 50,330 volumes of library materials, including new purchases, donations and existing materials were catalogued (this is almost identical to the previous year total). Cataloguing is a process where information relating to library materials is entered into a database according to standardized rules and practices. This allows users to retrieve information quickly so use of the collection can be maximized.
- 66,461 items were processed (12 per cent decrease compared to previous year attributed to the lateness in which the orders arrived and therefore were carried over to the next fiscal year). Processing includes the stamping, repairing, covering and labeling of library materials.
- The backlog of the Audiobook collection of the A. C. Hunter Library has been fully catalogued. These had previously been done as fast adds by St. John's staff, which meant that they were not accessible using an author search.

Special Projects/Activities

- Work continued on increasing the salaries of our substitute librarians. The funding was provided in budget 2007-08 but the matter is currently with the Labour Relations Board as a result of an application by the union to become bargaining agent for the group.
- A two and half day regional staff conference was held in Central Division. This is the first of a new, ongoing, initiative to provide annual staff conferences and personal development sessions.

- Implementation continued of the new capital assets system, including the development of an online database.
- Work began on implementation of a new email system. The new system, in addition to providing more features and better integration with existing software, will provide improved security features.
- Work began on replacing the wireless network existing in library sites due to security issues. The new system will be in place in early fiscal year 2009.
- A remote training and support system (Bomgar) was installed. This new system will allow IT staff to diagnose and repair IT problems. It will also be used for staff training in library sites.
- We continued with the development of a business continuity/disaster recovery plan for the organization.
- Both of our St. John's branches extended hours of operation to be open during meal breaks year round, and on Tuesday mornings. This adds an extra 8 hours of service to each location.
- The St. John's Jazz Festival CD Project was started. The Jazz Festival was looking for a permanent, more accessible home for their collection of 200 music CDs. These were CDs donated by various performers at the Jazz Festival. On April 17th, 2008, the AC Hunter rang with the jazz stylings of Paul Bendzsa, Scott Lathan, Richard Klaa and more. Wreckhouse Jazz and Blues, formerly the S. John's Jazz Festival donated over a 100 additional CDs, as part of this year's event.
- In addition to regular library programs such as storytime, computer training, etc., staff members continue to organize public information sessions on such topics as tax information, gardening, crafts and health information. Public interest sessions are very popular.
- *The Imperfect Librarian*, a Breakwater publication by Elizabeth Murphy was the first official book launched at the A.C. Hunter in October, 2008.
- Staff in St. John's produced a Heritage Fair outreach presentation for Junior High students. The presentation was delivered to staff in the division to assist them in becoming more familiar with the resources available in the NL collection and online. The presentation was also delivered to a number of local junior high schools.
- Staff members in St. John's are actively promoting the Home Reader Service and have contacted a number of organizations including Meals on Wheels, the Seniors Resource Centre and the Miller Centre in an effort to make the service available to more people.
- We now have deposits of surplus books and donations at the Janeway, the George Street United Soup Kitchen, the Miller Centre, the Penitentiary and Iris Kirby House. Several other associations and agencies have been approached regarding available materials: Tommy Sexton Centre, Daffodil Place and Association for New Canadians.
- 2,000 children were registered for the 2008 Summer Reading Program at participating libraries around the province. This program is co-sponsored by the Toronto Dominion Bank and Library and Archives Canada.

- The second year of the NLPL promotional campaign was launched.
- The consultant, hired to review early literacy programs in public libraries and develop a standardized program for all public libraries across the province, continued her work. The scheduled completion date is June 2009. As part of the project, an early literacy training session will be offered to all library staff.
- A Request for Proposals (RFP) process was completed to hire a consulting firm to undertake a review of the Provincial Resource Division (includes St. John's Public Libraries and the Provincial Reference Library). Unfortunately, the RFP did not result in any submissions. That process was followed by an ad to hire an employee, on contract, to carry out the review. A. Sandy Cameron was hired through a public competition for a one year contract which is anticipated to be completed in the summer of 2009.
- We continued meetings as part of the committee addressing recommendation 19 of the *White Paper on Public Post-Secondary Education*. The recommendation calls for improved sharing of resources between library systems at Memorial University, the College of the North Atlantic, NLPL and the Department of Education. Our goal is to purchase provincial electronic resource licences and have the information made available to all residents of the province through the NLPL website.
- In 2008, NLPL entered into a partnership with Community Accounts to provide training to all library staff as an extension of the Community Accounts network where staff will be able to help people navigate the site and use the information for reference type questions or general inquiries. Community Accounts, a branch of the Newfoundland and Labrador Statistics Agency, is an innovative information system providing users at all levels with a reliable source of community, regional, and provincial data. Community Accounts provides users with a single comprehensive source of community, regional, and provincial data that would normally not be readily available, too costly to obtain, or too time consuming to retrieve and compile.
- In 2008 we began to log the GPS coordinates of all of our public libraries so we can place this information on our NLPL website and the Community Accounts network. People entering the province will be able to download all of the coordinates from our website or obtain a print version from the tourist chalets.
- A new NL Collection Guide on 'Bob Bartlett' for the 100th anniversary of Bartlett's 1909 expedition to the North Pole was created. This is now available on our web page.
- The 7th edition of the 'Guide to Genealogical Material in the Newfoundland and Labrador Collection' was compiled. The guide is available on our new web site. In 2007, another NL Collection Guide, 'Aviation in Newfoundland and Labrador' was also developed. This is number ten in a series of thematic guides highlighting selected materials in the NL Collection.

OUTCOMES of OBJECTIVES

During 2008-09 we implemented a new three-year strategic plan for the organization. The following details our activities for 2008-09 relating to our strategic goals and objectives.

Issue One: Library Services

In order to ensure continued use of public libraries and encourage new patrons, it is important that public library services be current, of high quality and accessible. In addition to this, they must be responsive to the identified needs of library users and the public and must be provided by qualified and competent people. This is particularly relevant in light of the Minister's strategic direction of "improved educational programs and environments respond to constantly evolving demographics," and its library resources component.

Goal One: Library Services

By March 31, 2011, the PILRB will have improved public library services in response to the needs of the people of the province.

- Measure: Improved public library services
- Indicators:
- Improved electronic resources
 - Improved materials selection process, library programs and services
 - Increased training for board members and staff

Objective 2008-09

By March 31, 2009, the PILRB will have improved access to electronic resources through the expanded availability of library cards and increased the number and types of electronic resources for public library patrons.

- Measure: Improved access to electronic resources
- Indicators:
- Expanded availability of library cards
 - Number and variety of electronic resources

Strategic Activities 2008-09– Library Services

Library Cards

During this past year we launched the first stage of the provincial rollout of the new NLPL card. Previously, library cards were only available to patrons who visited a library. The new card is being made available to people no matter where they live and it is not necessary to visit a library to access our services. Now with a library card, patrons can access our new electronic resources if they have access to a computer and the Internet. The launch of the new cards was limited to the Western Newfoundland

and Labrador Region in the 2008-09 fiscal year in an attempt to determine the extent of the increase in service delivery and to limit the cost of the advertising. The rollout will continue in Central Region in 2009-10 and Eastern Region in 2010-11.

The new, modern and attractive card will entitle people to the following services:

- free access to online, web-based, subscription resources including consumer health and medical guides, encyclopedias, magazines, newspapers and more;
- books (including large print), DVDs and audio books delivered free through the Books By Mail program in select areas;
- access to reference staff to answer research questions;
- access to all of the materials in any of the 96 libraries within the province and select materials in other library systems through the interlibrary loan system; and
- all of the other services provided at any of the 96 public libraries throughout the province when visited in person.

Electronic Resources

In Budget 2008-09 Government provided permanent funding of \$150,000 for electronic resources. With these funds we were able to upgrade our electronic resources and permanently subscribe to the resources which had been used on a trial basis for the year previous. We used the remaining funds and reallocated a small portion of the print materials budget to subscribe to the Chilton auto repair manuals. All of these products are new to the NLPL and significantly improve the public's access to electronic information, regardless of location.

Prior to 2008-09 our electronic resources included:

- EBSCO Host - a multi resource database which will allow a patron to search several online database resources such as:
 - Canadian Reference Center,
 - Master FILE Premier,
 - Health Source (Consumer Edition) and,
 - NoveList Plus.
- World Book Encyclopedia Online - the most up-to-date encyclopedia including World Book Kids.

In 2008-09 we added the following new electronic resources:

- Oxford English Dictionary - the accepted authority on the evolution of the English language over the last millennium.
- Oxford Music Online – a broad musical resource covering popular music of all genres and periods from 1900 to the present day, including jazz, country, folk, rap, reggae, techno, musicals, and world music.
- Oxford Language Dictionaries - offers essential language resources never before available online: fully searchable, completely comprehensive bilingual dictionaries,

and unique study materials that provide extra help with learning and using an expanding range of languages.

- *Magill's Medical Guide* - a perfect mix of accessibility and depth, providing general readers with an authoritative reference source that helps bridge the gap between medical encyclopedias for professionals and popular self-help guides. It is an up-to-date and easy-to-use compendium of medical information suitable for student research as well as use by general readers, including patients.
- *Chilton Manuals* - comprises all the data of the Chilton Total Car Care line -- the most authoritative automotive repair information available for Do-It-Yourselfers (DIYers).

Operational Activities 2008-09 - Library Services

Staff Training

During the year, we carried out our first regional staff conference in Central Division. The two and a half day conference was intended to bring staff up to speed on organizational activities, participate in staff training and personal development and showcase accomplishments of their local libraries and network. The conference was extremely successful and will be held in Western Newfoundland – Labrador Division in 2009-10 and Eastern Division and St. John's in 2010-11.

Key Project

We are currently negotiating with Memorial University, the College of the North Atlantic and the Dept. of Education regarding the hosting of a website which would feature key electronic resources subscribed by the other institutions but currently available only to their clients. If this proposal is realized, the electronic resources would have provincial licences and would be made available to all residents of the province through the public library system. This means that all of the resources made available in this manner would be able to be accessed by anyone in the province if s/he had a valid library card and access to a computer. The site would be maintained by NLPL but would be monitored by a committee with representation from each organization. If the logistics and resource licencing issues can be addressed, it is hoped this initiative can be launched in 2009-10.

Automation of Library Sites

Automation of library sites has been continuing at a minimum of two per year. We currently have 20 sites automated and we hope to increase this by at least five per year in 2009-10 and thereafter. Automation not only reduces the workload for staff but also improves the efficiency of the library system and enables card holders to see the resources available in each automated library sites and request those through inter-

library loan. This year we were able to automate libraries at Placentia and Happy Valley - Goose Bay.

Statistical Collection System

Each year the NLPL collects various statistics which help determine the changes in program usage and help evaluate program effectiveness. The majority of our statistics are currently manually recorded and tracked. This is inefficient. In an attempt to provide more accurate statistics on a greater number of programs, in a more timely manner, we have developed a work plan for a new automated statistical collection system. The new system will likely take 2-3 years to develop but once operational, will be a very valuable tool in program evaluation and development and therefore contribute to improvements in library services.

Year 2 Objective (2009-10)

By March 31, 2010, the PILRB will have implemented an improved materials selection process and improved other library programs and services in response to the identified needs of library patrons.

Measures: Improved materials selection process
 Improved library programs and services

Indicators: - Implemented feedback system from staff and patrons
 - Implemented generation of borrowers' reports from library
 management system
 - Reviewed selection practices
 - Developed key project
 - Automated library sites
 - Implemented new early literacy program
 - Implemented new interlibrary loan system

Issue Two: Library Facilities

Library patrons want library facilities which are modern, inviting and well equipped. In order to encourage library patrons to spend time in a public library, the facility must be accessible and comfortable. It has been shown that modern, properly equipped facilities are well used and attract a wide range of people from the young to the elderly.

Goal Two: Library Facilities

By March 31, 2011, the PILRB will have improved public library facilities serving the people of Newfoundland and Labrador.

Measure: Improved library facilities

Indicators: - Capital projects
 - Revitalization projects
 - Ergonomic furniture and equipment

Objectives 2008-09

By March 31, 2009, the PILRB will have addressed critical facility issues and developed a facilities improvement plan for public libraries in Newfoundland and Labrador.

Measure: Correction of critical facility issues and facility improvement plan

Indicator: - Number of critical items corrected and document approved by the PILRB

Strategic Activities – Library Facilities 2008-09

Correction of Critical Facility Issues

Starting in 2007 and continuing into 2008, the NLPL completed a review of all of the PILRB owned facilities. The review identified capital issues which required attention including a number of critical issues which, because of their severity, required immediate or prompt action. All of the critical issues have been identified. Those issues either completed or started in fiscal year 2008-09 included:

1. *Labrador City Library* – The existing building was closed for approximately one year after major structural damage was confirmed involving the floor, the soil under the floor and the plumbing. The majority of the work was completed in 2007-08 but the aging and leaking windows were replaced in 2008-09 which completed all required repairs to the building.
2. *Stephenville Public Library* – Water damage in the interior of the building was attributed to leaks in the roof, windows and doors. The repairs were carried out and the issues have been addressed.
3. *Greenspond Public Library* – Aging windows in the building were scheduled to be replaced in 2012 but concerns about possible damage due to leaks resulted in the project being approved and completed in 2008-09.
4. *Arnold's Cove Public Library* – The aging roof was scheduled for replacement in 2013 but concerns about possible damage due to leaks resulted in the project being approved in 2008-09 with anticipated completion in the spring of 2009.

Facility Improvement Plan

The public library system in Newfoundland and Labrador has existed since 1935. During that time, there has not been any structured plan for facility improvements and problems have been addressed as required. Government provided additional capital funding in budget 2007-08 to help address the growing list of facility issues. In an attempt to establish a proactive, preventative, approach to library facilities maintenance, a facility improvement plan has been developed and approved by the

board. This new plan will be used to prioritize facility improvements to help ensure the most effective and efficient use of our capital funds.

Year 2 Objective (2009-10)

By March 31, 2010, the PILRB will have addressed facility issues at select priority library sites.

Measure: Improved select priority library sites

Indicators:

- Corrected select facility issues
- Completed exterior and interior improvements at select facilities

OPPORTUNITIES AND CHALLENGES

Library Patrons

Newfoundland and Labrador has one of the lowest public library patron rates in the country. Currently at approximately 24 per cent, only the Yukon with 16 per cent is lower. While the large number of small communities, at significant distance from public library facilities, probably contributes to the low patron rates, public libraries do service 85 per cent of the population in Newfoundland and Labrador. This means that 85 per cent of our population has a library within 24 km of their home. As part of our strategic plan we are working on ways to expand library services to those areas we currently do not service.

The PILRB implemented a three-year publicity campaign in 2007 aimed at increasing the number of residents and non residents who use public library services. The campaign is intended to increase awareness of the library locations and the services offered. We are confident we can improve the usage of our libraries simply by raising awareness of what we have to offer.

Library Services

With 96 locations throughout Newfoundland and Labrador and 24 per cent of the population as registered borrowers, public libraries services are under-utilized. We believe there is excellent potential to improve the services offered from public libraries. Libraries, for example, can be promoted as tourist information points, sources of government forms and information and even training centers. The PILRB recently hired an early literacy consultant to develop an early literacy program which will be available through all public libraries in 2009. The PILRB will investigate additional

opportunities to partner with government and other organizations to increase services offered from public libraries and increase access to library services for people who live in communities without a public library facility.

Replacement of Existing Library Facilities

There are 96 library locations in the province. These are located in free or low cost municipal locations (33), schools (32), NLPL owned (19), leased facilities (7) and government (5). Of these 96 locations, several of them are in need of extensive repairs or are too small for the services we are trying to offer. While our Facility Improvement Plan outlines major repair and revitalization opportunities, there is a need to replace a small number of existing facilities with more modern and adequately sized buildings capable of providing library programs and services which meets the public's expectations.

New Library Locations

The PILRB has 32 new library requests on file. The PILRB recognizes that it must be fiscally responsible but it also recognizes that there are areas of the province without access to a library which would benefit from library services. There are rural areas of the province which do not have ready access to reading materials or computers. There are urban areas of the province that need public library programming. There is a need to establish public library facilities in areas which do not have access to a library facility but whose population warrant and could support such a service.

Community Access Funding (CAP)

Newfoundland and Labrador public computer access has now become one of the most popular library programs. This program was established, primarily, through funding from CAP. While this source of funding was instrumental in establishing the service, CAP funding is being constantly reduced by the federal government and is at risk of being eliminated. People have become accustomed to the service but maintaining current service levels would place a tremendous burden on our organization if an alternate source of funding is not found. We will continue to lobby the federal government for appropriate and sustainable funding as we feel the federal government should support public library services for the role libraries play in connecting Canadians and promoting federal programs and services.

Appendix 1
Provincial Information and Library Resources Board
Members

Provincial Information and Library Resources Board
2008-09 Board Membership
Divisional Board Representatives

Name	Location
1. Taylor, Calvin (Chair) Eastern Representative	Conception Bay South
2. Pink, James Western Newfoundland and Labrador Representative	Burgeo
3. Goodridge, Alan St. John's Representative	Goulds
4. Jones, William Central Representative	Wesleyville

Regional Board Observers

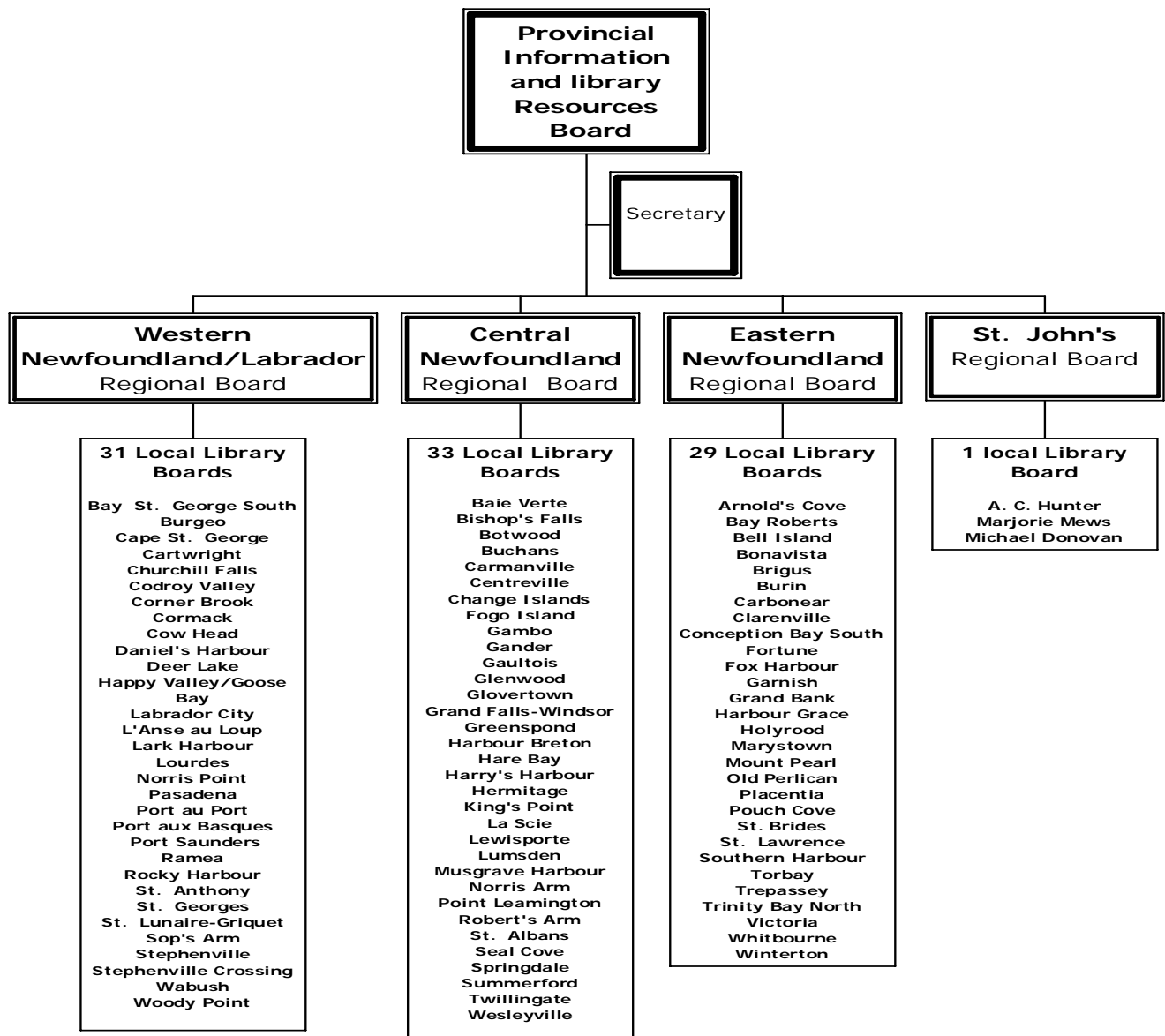
1. Noonan, Gillian Eastern Region	Old Perlican
2. Elliott, Everett Central Region	Botwood
3. Ford, Augusta St. John's	St. John's
4. Neary, Pamela Western Newfoundland and Labrador Region	<u>Wabush</u>

Appointee's of the Lieutenant Governor in Council

1. Bellows, Carla	Rocky Harbour
2. Walsh, Patrick	Mount Pearl
3. Sceviour, Brian (Vice-Chair)	Lewisporte
4. Hayward, Rick, ADM, Education	St. John's

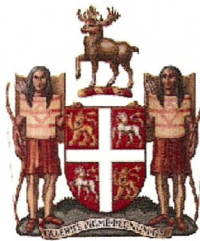
Appendix 2
Newfoundland and Labrador
Public Libraries
Board Structures

**Newfoundland and Labrador
Public Libraries**
Board Structures



March 31, 2009

Appendix 3
Provincial Information and
Library Resources Board
Audited Financial Statements
2008-09



Office of the Auditor General of Newfoundland and Labrador

Head Office

15 Dundee Ave., Mount Pearl
Box 8700 ♦ St. John's, NL ♦ A1B 4J6
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Auditor General

John L. Noseworthy, CA
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1 Union St., Corner Brook
Box 2006 ♦ Corner Brook, NL ♦ A2H 6J8
T: 709-637-2295 ♦ F: 709-637-2595

14 July 2009

Ref: pilrb0709F02.01

Mr. Calvin Taylor
Chairperson
Provincial Information and Library Resources Board
48 St. Georges Avenue
Stephenville, Newfoundland and Labrador
A2N 1K9

Dear Mr. Taylor:

I enclose four copies of the audited financial statements of the Provincial Information and Library Resources Board for the year ended 31 March 2009. After signing, please return the unbound copy to me.

The Comptroller General, Department of Finance, has indicated that a signed copy of the audited financial statements should also be forwarded to that Office.

Yours truly,



JOHN L. NOSEWORTHY, CA
Auditor General

Enclosure

c.c. Honourable Darin King
Minister of Education

Mr. Ronald Williams, CA
Comptroller General

**PROVINCIAL INFORMATION AND
LIBRARY RESOURCES BOARD**

FINANCIAL STATEMENTS

31 MARCH 2009



OFFICE OF THE AUDITOR GENERAL
St. John's, Newfoundland and Labrador

AUDITOR'S REPORT

To the Chairperson and Members
Provincial Information and Library
Resources Board
Stephenville, Newfoundland and Labrador

I have audited the balance sheet of the Provincial Information and Library Resources Board as at 31 March 2009 and the statements of changes in net assets, revenue and expenses, and cash flows for the year then ended. These financial statements are the responsibility of the Board's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Board as at 31 March 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

A handwritten signature in blue ink, appearing to read "John L. Noseworthy".

JOHN L. NOSEWORTHY, CA
Auditor General

St. John's, Newfoundland and Labrador
18 June 2009

**PROVINCIAL INFORMATION AND LIBRARY RESOURCES BOARD
BALANCE SHEET**

31 March

2009

2008

ASSETS

Current

Cash	\$ 2,377,781	\$ 2,418,437
Accounts receivable (Note 2)	137,634	64,048
Prepaid expenses (Note 3)	284,616	185,762

2,800,031 **2,668,247**

Provincial Territorial Public Library Council

Trust fund	34,910	20,006
Long-term investments (Note 4)	23,492	23,492
Capital assets (Note 5)	2,363,091	2,310,073

\$ 5,221,524 **\$ 5,021,818**

LIABILITIES AND NET ASSETS

Current

Accounts payable and accrued liabilities (Note 6)	\$ 1,009,707	\$ 807,981
Deferred revenue (Note 7)	795,395	682,273
Deposits - local libraries (Note 8)	8,314	8,596

1,813,416 **1,498,850**

Provincial Territorial Public Library Council

Trust fund payable	34,910	20,006
Severance pay liability	1,183,585	1,067,160

3,031,911 **2,586,016**

Net assets

Unrestricted net assets (deficit)	(173,478)	125,729
Net assets invested in capital assets	2,363,091	2,310,073

2,189,613 **2,435,802**

\$ 5,221,524 **\$ 5,021,818**

Commitments (Note 9)

See accompanying notes

Signed on behalf of the Board: _____

Chairperson

Member

PROVINCIAL INFORMATION AND LIBRARY RESOURCES BOARD**STATEMENT OF CHANGES IN NET ASSETS**

For the Year Ended 31 March

2009

2008

	Invested in Capital Assets	Unrestricted		
Net assets, beginning of year	\$ 2,310,073	\$ 125,729	\$ 2,435,802	\$ 1,938,472
Capital grant from Province	-	382,270	382,270	616,000
Less: Deferred capital grant	-	(20,000)	(20,000)	(20,000)
Excess of expenses over revenue	(590,242)	(18,217)	(608,459)	(98,670)
Invested in capital assets	702,264	(702,264)	-	-
Proceeds from disposal of capital assets	(59,004)	59,004	-	-
Net assets (deficit), end of year	\$ 2,363,091	\$ (173,478)	\$ 2,189,613	\$ 2,435,802

See accompanying notes

PROVINCIAL INFORMATION AND LIBRARY RESOURCES BOARD**STATEMENT OF REVENUE AND EXPENSES**

For the Year Ended 31 March

2009

2008

	<u>Actual</u>	<u>Budget</u> (Note 10)	<u>Actual</u>
REVENUE			
Operating grant from the Province	\$ 9,637,300	\$ 9,377,300	\$ 9,067,700
Other grants			
Computerization projects	541,852	-	505,205
Educational DVD Project	-	-	179,000
Gain on disposal of assets	29,734	-	-
Interest	66,631	60,000	145,651
Miscellaneous	63,122	-	61,248
Fines and lost library materials	55,199	40,000	45,367
	10,393,838	9,477,300	10,004,171
EXPENSES			
Amortization	619,976	-	668,342
Books and periodicals	1,029,363	1,218,291	914,575
Computerization of libraries	328,129	335,000	359,539
Conferences and workshops	23,316	60,000	13,011
Educational DVD Project	300	-	146,134
Freight and postage	59,706	76,750	53,156
Grants - local libraries (Schedule)	517,567	437,000	430,353
Heat and light	5,821	7,000	7,482
Insurance	70,396	109,000	72,676
Loss on disposal of capital assets	-	-	7,429
Miscellaneous	5,444	-	2,074
Office and library supplies	182,361	193,634	111,737
Professional fees	9,298	110,000	23,345
Provincial Territorial Public Library Council	-	-	5,003
Rental of premises	364,086	399,500	351,940
Repairs and maintenance	13,847	17,650	25,269
Salaries and benefits	7,563,079	7,876,883	6,710,522
Telephone	69,865	72,500	66,882
Travel	139,743	172,450	133,372
	11,002,297	11,085,658	10,102,841
Excess of expenses over revenue	\$ (608,459)	\$ (1,608,358)	\$ (98,670)

See accompanying notes

PROVINCIAL INFORMATION AND LIBRARY RESOURCES BOARD**STATEMENT OF CASH FLOWS**

For the Year Ended 31 March

2009

2008

Cash flows from operating activities

Excess of expenses over revenue	\$ (608,459)	\$ (98,670)
Adjustments for non-cash items		
Amortization	619,976	668,342
(Gain) loss on disposal of capital assets	(29,734)	7,429
	(18,217)	577,101
Change in non-cash working capital		
Accounts receivable	(73,586)	112,256
Prepaid expenses	(98,854)	(11,627)
Accounts payable and accrued liabilities	201,726	(9,163)
Deferred revenue	113,122	(131,961)
Deposits - local libraries	(282)	(1,456)
	123,909	535,150
Increase in severance pay liability	116,425	27,578
	240,334	562,728
Cash flows from investing activities		
Additions to capital assets	(702,264)	(965,358)
Proceeds from disposal of capital assets	59,004	756
	(643,260)	(964,602)
Cash flows from financing activities		
Capital grant	382,270	616,000
Deferred capital grant	(20,000)	(20,000)
	362,270	596,000
Net increase (decrease) in cash	(40,656)	194,126
Cash, beginning of year	2,418,437	2,224,311
Cash, end of year	\$ 2,377,781	\$ 2,418,437

See accompanying notes

PROVINCIAL INFORMATION AND LIBRARY RESOURCES BOARD**SCHEDULE OF OPERATING GRANTS TO LOCAL LIBRARIES**

For the Year Ended 31 March

2009

2008

Eastern Division

Arnold's Cove	\$ 1,978	\$ 1,038
Bay Roberts	74,833	75,202
Bell Island	791	926
Bonavista	4,019	4,299
Brigus	6,211	11,421
Burin	696	563
Carbonear	30,202	32,260
Catalina	4,564	768
Clarenville	19,301	18,748
Conception Bay South	9,807	7,321
Fortune	376	474
Fox Harbour	1,497	1,304
Garnish	965	851
Grand Bank	7,641	7,156
Harbour Grace	9,355	9,217
Holyrood	6,522	6,083
Marystown	6,861	5,911
Mount Pearl	18,239	9,188
Old Perlican	2,459	2,141
Placentia	18,769	16,420
Pouch Cove	2,033	2,477
St. Brides	6,279	6,266
St. Lawrence	1,445	493
Southern Harbour	2,388	2,294
Torbay	1,323	1,256
Trepassey	7,028	6,938
Victoria	1,049	1,032
Whitbourne	3,325	3,601
Winterton	777	510
	250,733	236,158

PROVINCIAL INFORMATION AND LIBRARY RESOURCES BOARD**SCHEDULE OF OPERATING GRANTS TO LOCAL LIBRARIES (Cont.)**

For the Year Ended 31 March

2009

2008

Central Division

Baie Verte	4,194	4,727
Bishop's Falls	6,986	1,119
Botwood	6,544	6,774
Buchans	1,018	939
Carmanville	1,358	1,304
Centerville	2,197	1,095
Change Islands	662	945
Fogo	1,145	979
Gambo	1,578	720
Gander	47,170	21,085
Gaultois	2,761	2,587
Glenwood	6,694	1,351
Glovertown	539	613
Grand Falls-Windsor	5,270	4,381
Greenspond	6,322	4,009
Harbour Breton	1,066	1,020
Hare Bay	1,454	1,173
Harry's Harbour	5,410	4,407
Hermitage	894	1,287
King's Point	5,512	3,801
LaScie	4,216	4,344
Lewisporte	4,265	4,314
Lumsden	2,139	1,390
Musgrave Harbour	955	651
Norris Arm	2,881	1,528
Point Leamington	1,954	1,486
Robert's Arm	3,661	6,980
St. Albans	1,294	1,304
Seal Cove	989	1,038
Springdale	1,050	758
Summerford	1,447	1,435
Twillingate	1,157	673
Wesleyville	1,150	771
	135,932	90,988

PROVINCIAL INFORMATION AND LIBRARY RESOURCES BOARD**SCHEDULE OF OPERATING GRANTS TO LOCAL LIBRARIES (Cont.)**

For the Year Ended 31 March

2009

2008

**Western Newfoundland -
Labrador Division**

Bay St. George South	1,102	797
Burgeo	460	448
Cape St. George	1,040	482
Cartwright	1,074	776
Churchill Falls	505	701
Codroy Valley	561	468
Cormack	1,414	483
Corner Brook	7,087	5,592
Cow Head	7,506	5,466
Daniel's Harbour	1,995	1,753
Deer Lake	18,965	15,960
Happy Valley	1,486	512
Labrador City	13,989	11,653
L'Anse au Loup	3,067	1,009
Lark Harbour	1,135	820
Lourdes	969	622
Norris Point	2,969	2,401
Pasadena	2,826	675
Port au Port	982	705
Port aux Basques	13,122	12,039
Port Saunders	5,692	5,059
Ramea	915	861
Rocky Harbour	508	410
St. Anthony	1,383	1,411
St. George's	1,479	836
St. Lunaire-Griquet	791	453
Sops Arm	854	906
Stephenville	30,070	23,133
Stephenville Crossing	1,406	905
Wabush	1,877	1,733
Woody Point	3,673	4,138
	130,902	103,207
	\$ 517,567	\$ 430,353

PROVINCIAL INFORMATION AND LIBRARY RESOURCES BOARD
NOTES TO FINANCIAL STATEMENTS
31 March 2009

Authority

The Provincial Information and Library Resources Board (the Board) operates under the authority of the *Public Libraries Act*. The purpose of the Board is to operate the public libraries in the Province. A majority of the members of the Board are appointed by the Lieutenant-Governor in Council. The Board reports to the Minister of Education.

1. Significant accounting policies

These financial statements have been prepared by the Board's management in accordance with Canadian generally accepted accounting principles. The budget disclosed in these financial statements is presented on a cash basis. Outlined below are the significant accounting policies followed.

(a) Reporting entity

The reporting entity for the purpose of these financial statements is the Board's head office and divisional offices. The Board's head office includes Administration, Technical Services and the Provincial Resource Library. These financial statements include expenditures for grants made to local libraries under the jurisdiction of the three divisional library boards detailed in the Schedule to the financial statements. Funds raised by local libraries in excess of the grants provided by the Board or any expenditures in excess of these grants are not reflected in these financial statements.

(b) Capital assets

All capital assets are capitalized at cost at the time of acquisition. Amortization is calculated using the straight line method based on the expected future life of all assets as follows:

Buildings	40 years
Building improvements	10 years
Furniture and equipment	10 years
Motor vehicles	5 years
Computer equipment	3 years
Software	5 years

(c) Severance pay

The calculation of severance pay is based on years of service and current salary levels. The entitlement to severance pay vests with employees after nine years of continuous service, and accordingly no provision has been made in the accounts for employees with less than nine years of continuous service. The amount is payable when the employee ceases employment with the Board. If the employee transfers to another entity included in the public service, then the liability is transferred with the employee to the other entity.

PROVINCIAL INFORMATION AND LIBRARY RESOURCES BOARD

NOTES TO FINANCIAL STATEMENTS

31 March 2009

2. Accounts receivable

	<u>2009</u>	<u>2008</u>
Federal Government		
Harmonized Sales Tax	\$ 42,385	\$ 35,689
Provincial Government	30,000	-
Other	65,249	28,359
	<u>\$ 137,634</u>	<u>\$ 64,048</u>

3. Prepaid expenses

Prepaid expenses of \$284,616 (2008 - \$185,762) include inventory of supplies of \$54,615 (2008 - \$54,615) on hand at the Board's head office and the three divisional library board offices.

4. Long-term investments

Long-term investments consist of 1,678 shares of Sun Life Financial Services of Canada Inc. which were given to the Board as a result of the demutualization of Sun Life Assurance Company of Canada. The carrying value of the shares is recognized at the fair market value of \$23,492, as determined by the share price at the time of the transfer of shares to the Board. The fair market value of these shares was \$38,326 as at 31 March 2009 (2008 - \$80,527).

5. Capital assets

	<u>2009</u>			<u>2008</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Land	\$ 285,907	\$ -	\$ 285,907	\$ 285,907
Buildings	1,758,867	1,093,711	665,156	703,945
Building improvements	894,291	216,616	677,675	646,875
Furniture and equipment	1,450,399	1,192,437	257,962	184,687
Motor vehicles	153,657	68,822	84,835	6,105
Computer equipment	1,579,400	1,234,495	344,905	380,277
Software	168,688	122,037	46,651	102,277
	<u>\$ 6,291,209</u>	<u>\$ 3,928,118</u>	<u>\$ 2,363,091</u>	<u>\$ 2,310,073</u>

PROVINCIAL INFORMATION AND LIBRARY RESOURCES BOARD

NOTES TO FINANCIAL STATEMENTS

31 March 2009

6. Accounts payable and accrued liabilities

	<u>2009</u>	<u>2008</u>
Accounts payable	\$ 188,537	\$ 145,426
Accrued salaries and benefits	821,170	662,555
	<hr/> \$ 1,009,707	<hr/> \$ 807,981

7. Deferred revenue

Deferred revenue represents money received from funding agencies that has not been utilized, and is available for specified expenditures in future years:

	<u>2009</u>	<u>2008</u>
Provincial Government	\$ 768,330	\$ 655,906
Other	27,065	26,367
	<hr/> \$ 795,395	<hr/> \$ 682,273

8. Deposits - local libraries

Funds raised by some local libraries have been deposited with the Board to cover the cost of wages for additional opening hours and for the purchase of books, periodicals and computers. The balance on deposit at 31 March 2009 was \$8,314 (2008 - \$8,596).

9. Commitments

The Board has entered into lease agreements for the rental of photocopiers, microfiche readers, postal equipment and various rental properties throughout the Province. Future minimum lease payments for the next five years are as follows:

2010	\$516,494
2011	\$743,794
2012	\$545,610
2013	\$428,093
2014	\$397,093

10. Budget

The 2009 budgeted expenditure exceeded the Province's current year provision for operating grants for the Board. The difference would be funded from cash surpluses carried forward from prior years.

11. Pensions

Under the *Public Libraries Act*, Board staff are subject to the *Public Service Pensions Act*. Employee contributions are matched by the Board and then remitted to the Province of Newfoundland and Labrador Pooled Pension Fund from which pensions will be paid to employees when they retire. The Board's share of pension contributions for 2009 was \$368,337 (2008 - \$337,224).

12. Income taxes

The Board is a Crown entity of the Province of Newfoundland and Labrador and as such is not subject to Provincial or Federal income taxes.

13. Economic dependence

As a result of the Board's reliance on Provincial funding, the Board's ability to continue viable operations is dependent upon decisions of the Province.

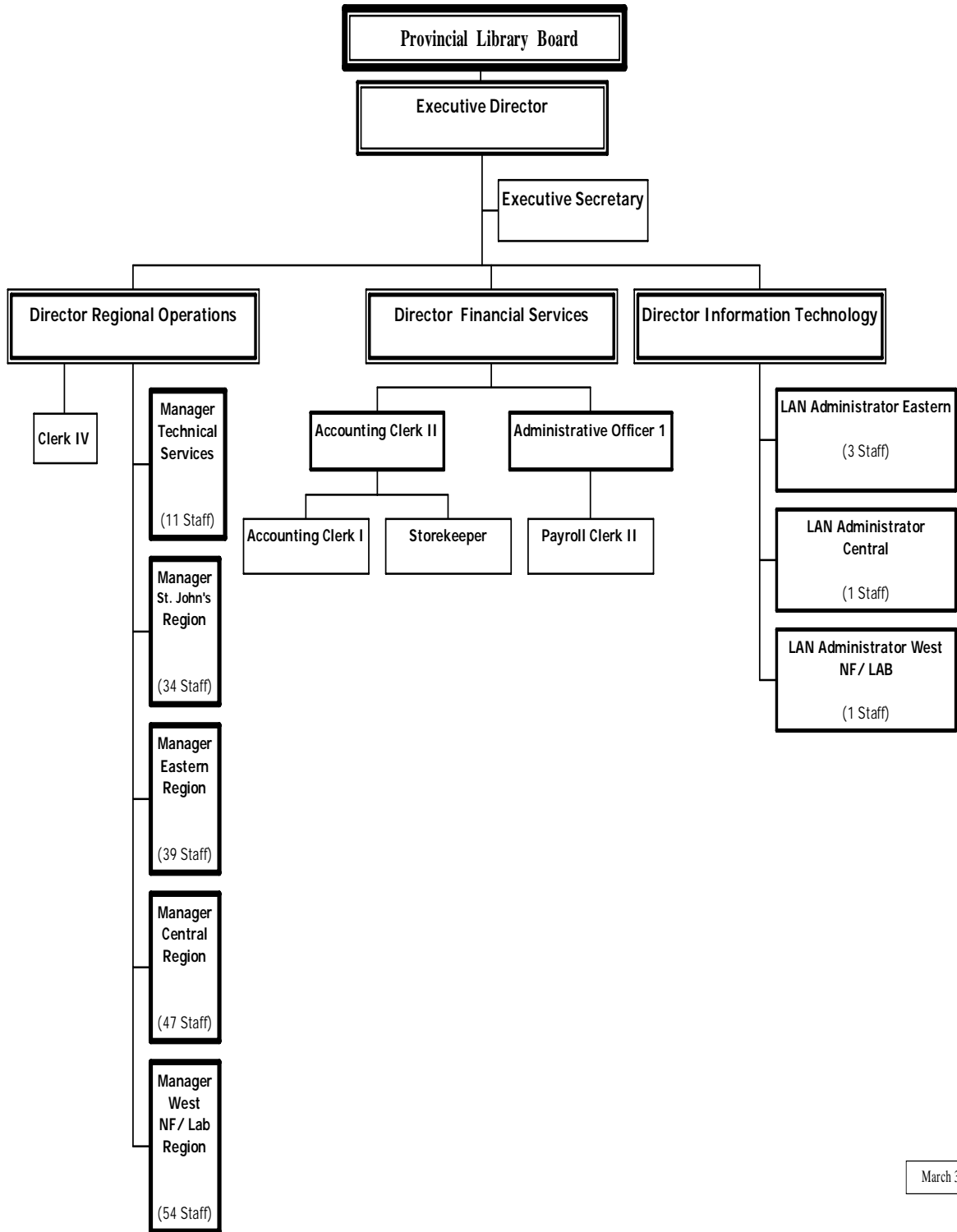
14. Financial instruments

The Board's financial instruments recognized on the balance sheet, in addition to the long-term investments described in Note 4, consist of cash, accounts receivable, accounts payable and accrued liabilities, and deposits - local libraries. The carrying values of these instruments approximate current fair value due to their nature and the short-term maturity or current market rate associated with them. Accounts receivable is due primarily from the Government of Canada and Province of Newfoundland and Labrador and therefore there is no credit risk associated with this amount.

Appendix 4
Newfoundland and Labrador
Public Libraries
Staff Organizational Chart

Newfoundland and Labrador Public Libraries

Staff Organizational Chart



March 31, 2009