



Newfoundland & Labrador
Public Libraries

Strategic Plan
2008-2011

Prepared by:
The Provincial Information
and
Library Resources Board

April 1, 2008

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 fiscal years 2008-09 to 2010-11. This plan has been prepared by the provincial board in consultation with staff 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 with respect to the preparation of the plan and our accountability for achievement of the specific goals and objectives set forth.

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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PLAN AT A GLANCE

Vision

The Provincial Information and Library Resources Board's (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, PILRB has adapted the public library system in order to improve services for the people of Newfoundland and Labrador.

Goals

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.

Objectives:

1. 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.
2. 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.
3. By March 31, 2011, the PILRB will have improved the skill levels of library staff and board members so they can provide higher quality library programs and services.

Goal Two: Library Facilities

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

Objectives:

1. 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.
2. By March 31, 2010, the PILRB will have addressed facility issues at select priority library sites.

3. By March 31, 2011, the PILRB will have addressed additional facility issues at select priority sites and established a regular review program for furniture and equipment.

OVERVIEW OF THE ORGANIZATION

Provincial Information and Library Resources Board

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 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.

Regional and Local Library Boards

The PILRB currently operates 96 public libraries throughout 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 board. A representative (normally the chair) of each local board is appointed to their respective regional library board (Western NL, Central, Eastern or St. John's) 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 can be seen in Appendix I.

Staffing Complement

The PILRB operates 96 libraries in Newfoundland and Labrador. In order to provide library services, the organization relies on a dedicated and competent workforce. There were 210 (188 female and 23 male) full and part time permanent employees as of April 1, 2008. In addition to these employees, during fiscal year 2007-08, the PILRB employed a total of 150 (148 female and 2 male) substitute employees who were called to work in one or more of our library sites for varying time periods when regular staff members were not available for work.

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 also provide small grants to local libraries or they provide rent-free facilities, 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 grant for 2008-09 is \$9,458,200.

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 (6 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. Over the past few years we have experienced slight decreases in some activities, likely attributed to demographics or temporary closure of libraries for structural repairs. We are confident that we will begin to see increases in most areas as a result of new promotional initiatives and programs. The following statistics are from fiscal year 2007-2008:

- 508,099 people live in Newfoundland and Labrador (January 1, 2008 Demography Estimates),
- 436,557 people had access to public library services which represent approximately 86% of the population,
- 103,031 individuals (77,147 adults and 25,884 children) were registered as library patrons which represent 24% of the population served,
- 1,510,202 items (library materials) were circulated to all patrons (15 items per patron),
- 321,206 reference requests were processed,
- 71,502 interlibrary loans were processed,
- 3,624 library programs were offered (38,516 people participated),
- 16,750 class visits were offered (63,308 students participated), and
- 476,299 computer use sessions were recorded (30 minute blocks).

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, meeting rooms, digital camera rentals, and laptop computer training labs. A complete list 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 one or more libraries,
- 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, (e.g., 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

- b) Public libraries lend print materials and, where available, materials in audio, visual and/or digital formats.
- c) 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.
- d) Certain sites lend equipment such as digital cameras, laptop computers, etc.
- e) In select areas of the province, patrons can borrow books by mail or receive books via home reader services.
- f) 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.

PRIMARY CLIENTS AND RELATED EXPECTATIONS

While public library services are available to everyone, the primary users are: children, parents, adults, seniors, tourists, students and teachers. Whether these patrons use the public library facilities for learning, hobbies, leisure, study or research, all patrons 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.

VALUES

The PILRB holds certain values as intrinsic to the operation of public libraries in Newfoundland and Labrador. These values, and the staff 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 public service.

- Client focused** - Each individual provides appropriate assistance as required.
- Collaboration** - Each individual works with others to achieve a common goal.
- Commitment** - Each individual follows projects through to completion.
- Communication** - Each individual freely passes, both formally and informally, relevant and appropriate information within and outside the system.
- Equality** - Each individual provides comparable services in similar situations.
- Innovation** - Each individual develops responsible creative solutions.
- Confidentiality** - Each individual acts, subject to legislation and policy, to ensure the confidentiality of personal information and records.

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

We believe there is a need to adapt our current public library system so it can continue to function efficiently and effectively into the future in order to provide the best possible service to our patrons. We also know that, over the past several years, the population and economic conditions have changed significantly in many communities and regions of the province and public library services need to be altered to reflect these changes. This is the second planning cycle for the current mission statement which was developed in 2006. In consideration of the Minister's strategic direction with respect to library resources, the PILRB has added to the mission's indicators to reflect additional enhancements.

By 2011, the Provincial Information and Library Resources Board 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, funding and resources
- 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

STRATEGIC ISSUES

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 respecting library resources.

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

Objectives:

1. 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
2. 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.
 3. By March 31, 2011, the PILRB will have improved the skill levels of library staff and board members so they can provide higher quality library programs and services.

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: 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:

1. 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.

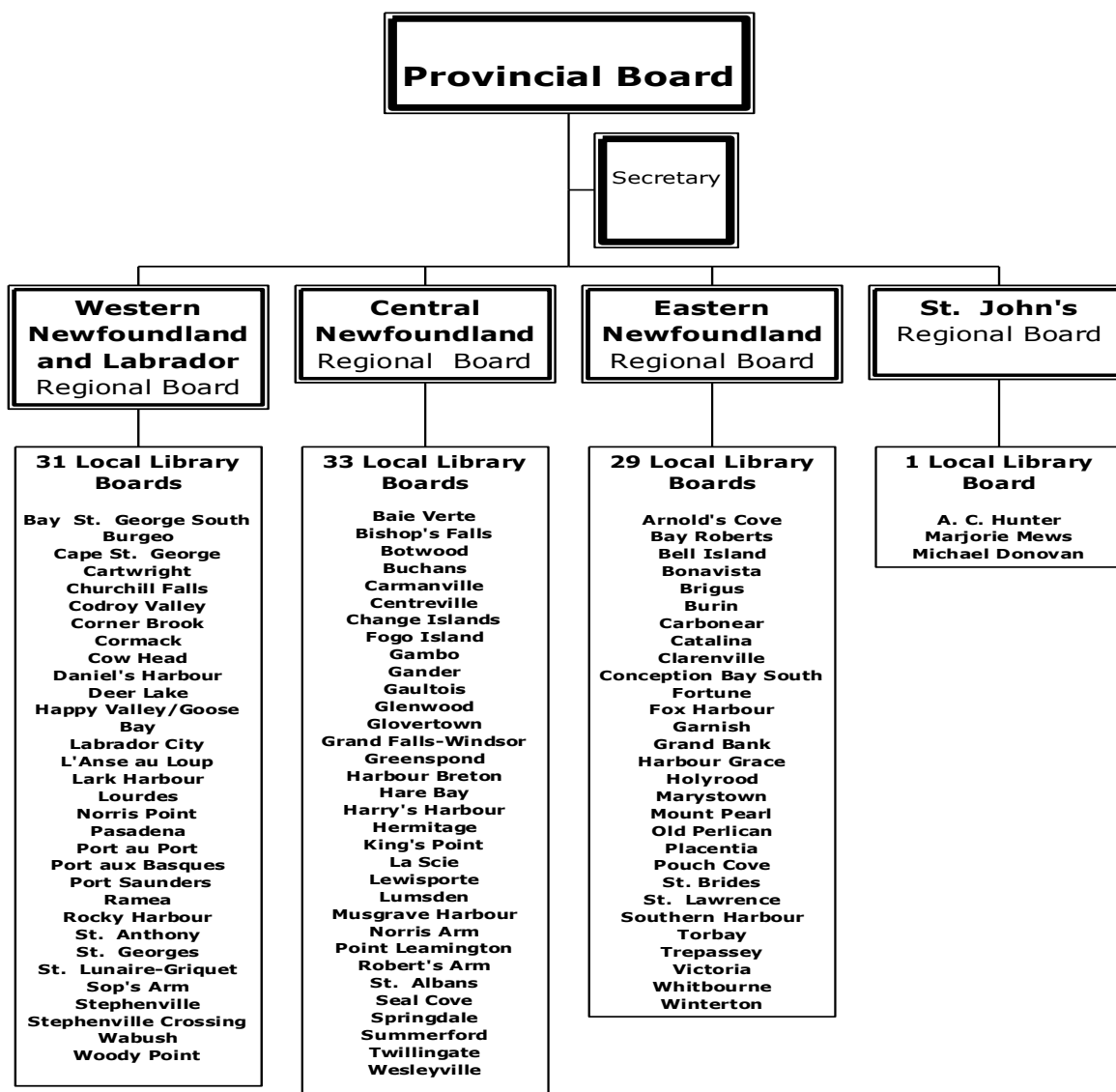
Measure: Correction of critical facility issues and Facility Improvement Plan

Indicator:

- Number of critical items corrected and document approved by the PILRB
2. By March 31, 2010, the PILRB will have addressed facility issues at select priority library sites.
 3. By March 31, 2011, the PILRB will have addressed additional facility issues at select priority sites and established a regular review program for furniture and equipment.

Appendix I

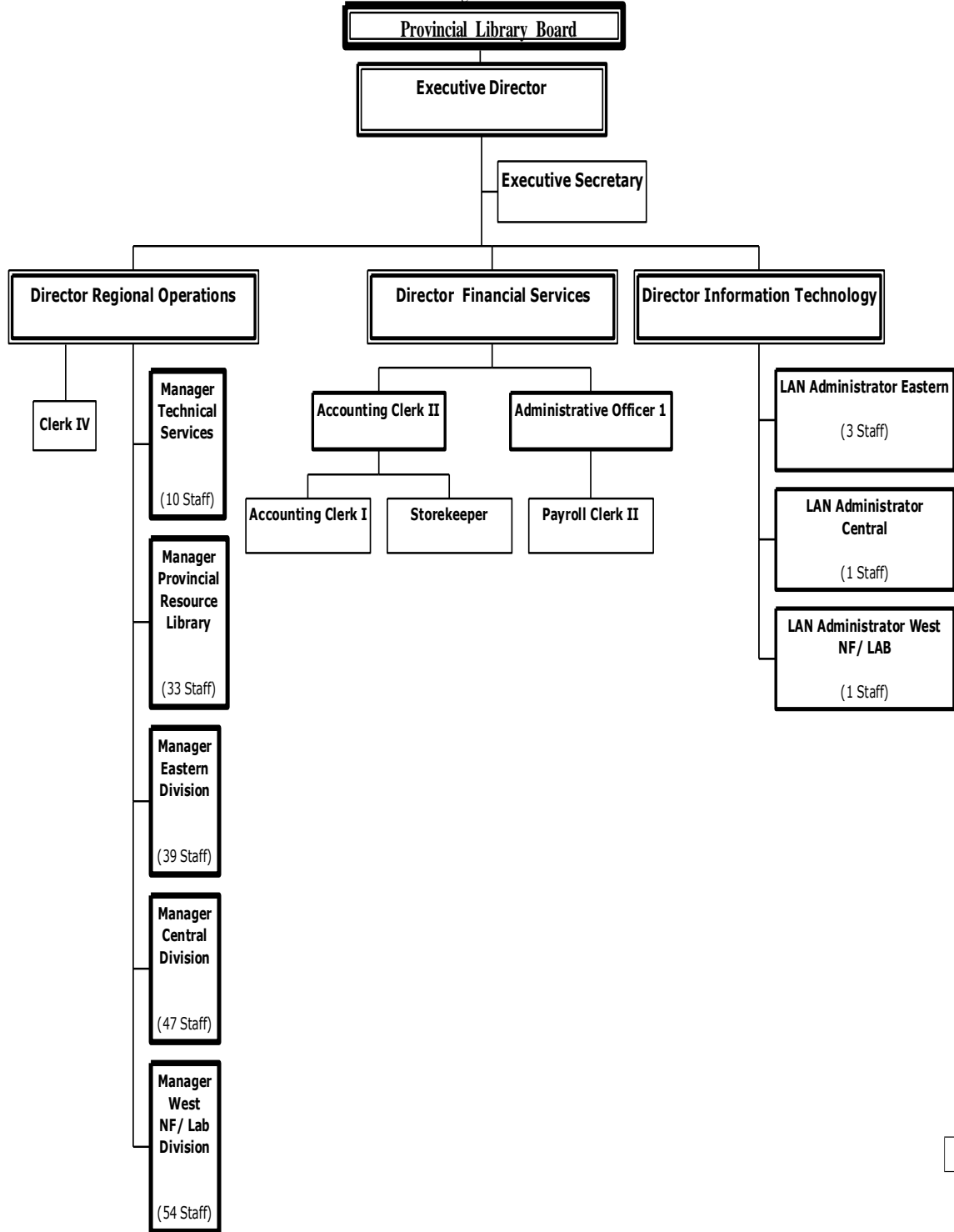
**Provincial Information
and
Library Resources Board**
Board Structures



April 1, 2008

Appendix II

**Provincial Information
and
Library Resources Board**
Staff Organizational Chart



April 1, 2008

Appendix III

Title: Primary, Elementary and Secondary Education

Strategic Direction: Improved educational programs and environments respond to constantly evolving demographics.

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 entity's strategic plan	in the entity's operational plan	in the branch/divisional work plans of the entity
1. Safety and tolerance	X			
2. Curriculum	X			
3. Technology	X			
4. Learning supports	X			
5. Infrastructure	X			
6. Achievement	X			
7. Library resources		X		