



Newfoundland & Labrador
Public Libraries

STRATEGIC PLAN

APRIL 1, 2020 – MARCH 31, 2023

Message from the Chair

In accordance with the Provincial Information and Library Resources Board's responsibilities under the **Transparency and Accountability Act**, I am pleased to present the Strategic Plan for the Newfoundland and Labrador public library system for the period April 1, 2020 to March 31, 2023.

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

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



Respectfully Submitted,

A handwritten signature in blue ink that reads "Myrtice Alpen". The signature is fluid and cursive.

Myrtice Alpen, Chair
Provincial Information and Library Resources Board

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1. Overview

Provincial Information and Library Resources Board

The Provincial Information and Library Resources Board (PILRB – the board) is a category one Government entity established, under authority of the **Public Libraries Act**, to oversee the operation of the public library services in the province now commonly referred to as the Newfoundland and Labrador Public Libraries (NLPL - the organization).

The PILRB is a Provincial board composed of representatives of regional library boards and appointees of the Lieutenant-Governor in Council (LGIC). According to section 3 of the **Public Libraries Act**, PILRB has not less than 10 and not more than 15 members, which includes: (a) a representative from each regional library board appointed by that board; (b) the chair of the St. John's Library Board appointed by that board; and (c) up to six other members appointed by the Lieutenant-Governor in Council. The board members, as of April 1, 2020, is found in Appendix 2.

Regional and Local Library Boards

PILRB operates 94 public libraries throughout the province. Each local library has a local library board consisting of five to nine members with the exception of the three libraries in St. John's, which are supported by the St. John's board. These advisory boards support their local library by engaging in fund raising, community engagement and advocacy activities. A representative (normally the chair) of each local board is appointed to their respective regional library board (Western (including Labrador), Central and Eastern) which assists the PILRB by: helping ensure that services and programs are consistent throughout the different regions of the province, implementing policies, and assisting with promotion and fundraising. The structure of the boards is found in Appendix 3.

Staffing Complement

In order to provide library services throughout the province, the organization relies on a dedicated and competent workforce. As of April 1, 2020, PILRB had a total staff complement of 195 full and part-time permanent employees (176 female and 19 male), and 181 substitute (casual) employees (171 female and 10 male) who are called to work in one or more of our library sites when regular staff take leave. Of a combined staff of 376 staff (both full, part-time and casual), 92 per cent are female and eight per cent are male. The bargaining unit employees, including substitutes, are represented by the Canadian Union of Public Employees (CUPE).

In addition to the employees, the organization relies on a large number of volunteers to help provide library and information services to our patrons. There are approximately 800 volunteer board members and a large number of other individuals who volunteer their time, in support of public library services, in many local libraries.

Funding

The majority of PILRB’s funding is provided by the Provincial Government in the form of an annual operating grant. In addition to this, many of the municipalities, where the libraries are located, support their libraries by providing small grants, rent-free facilities, free cleaning and maintenance, etc. Other library funding is generated, internally, through fines collection, donations and fundraising. 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 2020-21 is \$12.0 million. The PILRB has allocated these funds to the following areas in 2020-21.

Salaries and Benefits	\$ 8,334,783
Library Materials and Collections:	\$ 952,500
Library Operations:	\$ 810,300
Contract Services:	\$ 454,517
COVID-19 Pandemic Preparedness	\$ 475,000
Computer Connectivity and Support:	\$ 430,588
Capital Works:	\$ 245,000
Communication and Transportation:	\$ 187,429
Staff Training and Development:	\$ 30,000
Office Supplies	\$ 50,000
Repairs, Maintenance and Contingencies	\$ 32,000
Professional Fees:	\$ 20,000
Advertising	\$ 9,840
Institutional Memberships	\$ 2,500
Total Budget 2020-2021	\$12,034,457

Library Locations

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

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

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

Annual Statistics

Each year the PILRB records various statistics to help determine trends and evaluate the effectiveness of library programs and services. The following statistical summaries, from 2018-19, provide an overview of our activities in the areas monitored:

- Of the 519,716 residents of the province (2016 Census, Statistics Canada), 494,251 people (95.1 per cent) had access (within a 30 minute drive) to a range of library and information services through 94 public library facilities. One hundred per cent of the population had access to library materials either through library facilities or through outreach initiatives such as Books by Mail, electronic resources and digital services.
- 158,841 individuals were registered as active library patrons representing 32 per cent of the population who have access to a public library.
- 1,504,851 items (library materials) were circulated to users (an average of 9 items per patron).
- 230,385 reference requests were processed. This represents the number of written and verbal inquiries processed by staff.
- 131,277 interlibrary loans were processed. This represents the number of items transferred from one library to another, within or outside Newfoundland and Labrador public libraries.
- 13,634 library programs were offered. A total of 119,923 people participated in the programs.
- 285,994 items (243,344 ebooks and 42,650 audio books) were checked out from our digital library service.
- 143,740 computer use sessions were recorded (30 minute blocks) from 434 public access computers.
- 360,373 wireless sessions were recorded.

2. Mandate

The mandate of the board is outlined in the **Public Libraries Act**. It states:

6. (1) The Provincial board shall establish and operate those public libraries in the province that it considers necessary and shall provide support to ensure that library materials, information and programs are available to meet the needs of the public.
- (2) The Provincial board shall provide:
 - (a) a resource collection of selected materials in its provincial reference and resource library which shall be available to the various libraries in the province;
 - (b) a centralized cataloguing and processing service through its technical services department;
 - (c) library service to communities that do not have a local library through its books-by-mail service;
 - (d) centralized administrative services through its provincial headquarters; and
 - (e) other centralized services considered necessary by the Provincial board.

3. Lines of Business

PILRB offers a variety of services throughout the province available to individuals of all ages. While there is a desire to have all services offered from all sites, certain services are available only at select sites due to hours of operation, size of the facility and staffing complement. 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.

With a valid library card, library patrons can:

- access information in a library;
- receive library materials;
- attend library programs;
- use public computers and access the Internet;
- access electronic resources remotely; and
- participate in outreach services.
- access maker space equipment and technologies

Library activities have been grouped into three distinct lines of business:

1. Information Access

In multiple languages, patrons can:

- a) Access information in print, audio, visual and electronic formats.
- b) Make queries, and access library catalogues and databases.
- c) Utilize in-house information.
- d) Use public library computers.
- e) Utilize free wireless Internet services (can be obtained in or adjacent to the library at selected sites.)
- f) Use assistive technology, and new technology (at designated sites.)
- g) Access major collections, e.g. the Newfoundland and Labrador collection, and special interest collections.
- h) Access online services available from within the library or remotely from personal computers and mobile devices.

2. Information Lending

- a) Public libraries lend print and digital materials and, where available, materials in audio, visual and/or various other formats and languages.
- b) Patrons are free to use materials on site and, where available, can renew or reserve materials from their mobile electronic device or computer using their library card.
- c) In some areas of the province patrons can receive home delivery of library materials through the mail, or through their local library home reader service (at designated sites), or digitally through the PILRB's e-library.
- d) Individuals can also obtain materials, through inter-library loans, from other libraries within or outside the Provincial public library system.

3. Life-long Learning

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

4. Primary Clients and Related Expectations

Public library services are available to everyone.

5. Vision

A public library system providing access to a full range of library services to everyone supporting personal growth, and life-long learning while engaging and connecting with people and communities.

6. Strategic Issue

ISSUE: Sustainability of the Public Library System

Many changes have occurred over the past 15 years that impact public library services. Changes such as the impact of technology, declining rural populations, shifting demographics from rural to urban centers, the increasing costs to provide basic library services, and client expectations affect where libraries are located, how libraries function, what services are provided and options for service delivery. These issues are also affected by an increasingly challenging fiscal situation. Per capita, the NLPL system has more libraries than any other library system in Canada. In June 2016, the NLPL system underwent a third party organizational and service review by EY. Utilizing this document as a base, in April 2018, NLPL developed a Future State Plan to help create a strong and vibrant public library system that can serve the residents of the province for the foreseeable future.

Goal: By March 31, 2023, the PILRB will have improved library services.

Indicators:

- Implemented selected options from the Future State Plan

Objective 1: By March 31, 2021, the PILRB will have continued implementation of selected options in the Future State Plan for NLPL.

Indicators:

- Recruited a Regional Librarian for the Provincial Resource Division
- Upgraded its Public Access Computers to the latest Operating Systems
- Introduced new library services to make library materials more accessible to the public.

Objective 2: By March 31, 2022, the PILRB will have continued implementation of selected options in the Future State Plan.

Objective 3: By March 31, 2023, the PILRB will have further implemented selected options in the Future State Plan.

Appendix 1

Strategic Directions (2020-23) (Source: Guidelines for Multi-Year Performance – Based Planning 2020-2023 Public Engagement and Planning Division)

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

The Government of Newfoundland and Labrador has identified the following strategic directions for the 2020-2023 planning cycle. These themes should be considered, as appropriate and applicable, to each government entity in the development of the entity's plan.

- A Better Economy
- Healthier People
- Better Living
- A Bright Future
- A More Efficient Public Sector

The Newfoundland and Labrador Public Library system through the provision of library services to the citizens of Newfoundland and Labrador supports all of these strategic directions. The public library system has various physical and electronic resources that would provide information to library patrons in each of these categories.

Appendix 2

Provincial Information and Library Resources Board

Board Membership as of April 1, 2020

Name	Location	Appointment Type
Alpen, Myrtice (Chair)	Lewisporte	Central Board Representative
Drodge, Wes	Hillview	Eastern Board Representative
Tobin, Monique	St. John's	St. John's Board Representative
Pink, James (Vice-Chair)	Burgeo	Western Board Representative
Butler, Joan	Conception Bay South	Lieutenant-Governor in Council
Maddigan, Beth (Executive Officer)	St. John's	Lieutenant-Governor in Council
Sheppard Whalen, Linda	St. John's	Lieutenant-Governor in Council
Sheppard, Derrick	St. John's	Lieutenant-Governor in Council
McKellar, Sandra	Gander	Lieutenant-Governor in Council
Wicks, Hilary	St. John's	Lieutenant-Governor in Council

Appendix 3

Newfoundland and Labrador Public Libraries

Board Structures

Secretary

Western Newfoundland/Labrador Regional Board

- 29 Local Boards**
- Bay St. George South
 - Burgeo
 - Cape St. George
 - Cartwright
 - Codroy Valley
 - Corner Brook
 - Cormack
 - Cow Head
 - Daniel's Harbour
 - Deer Lake
 - Happy Valley/Goose Bay
 - Labrador City
 - L'Anse au Loup
 - Lark Harbour
 - Lourdes
 - Norris Point
 - Pasadena
 - Port au Port
 - Port aux Basques
 - Port Saunders
 - Ramea
 - Rocky Harbour
 - St. Anthony
 - St. George's
 - Sop's Arm
 - Stephenville
 - Stephenville Crossing
 - Wabush
 - Woody Point

Central Newfoundland Regional Board

- 33 Local Boards**
- Baie Verte
 - Bishop's Falls
 - Botwood
 - Buchans
 - Carmanville
 - Centreville
 - Change Islands
 - Fogo Island
 - Gambo
 - Gander
 - Gaultois
 - Glenwood
 - Glovertown
 - Grand Falls-Windsor
 - Greenspond
 - Harbour Breton
 - Hare Bay
 - Harry's Harbour
 - Hermitage
 - King's Point
 - La Scie
 - Lewisporte
 - Lumsden
 - Musgrave Harbour
 - Norris Arm
 - Point Leaminton
 - Robert's Arm
 - St. Alban's
 - Seal Cove
 - Springdale
 - Summerford
 - Twillingate
 - Wesleyville

Eastern Newfoundland Regional Board

- 29 Local Boards**
- Arnold's Cove
 - Bay Roberts
 - Bell Island
 - Bonavista
 - Brigus
 - Burin
 - Carbonear
 - Clarenville
 - Conception Bay South
 - Fortune
 - Fox Harbour
 - Garnish
 - Grand Bank
 - Harbour Grace
 - Holyrood
 - Marystown
 - Mount Pearl
 - Old Perlican
 - Placentia
 - Pouch Cove
 - St. Bride's
 - St. Lawrence
 - Southern Harbour
 - Torbay
 - Trepassey
 - Trinity Bay North
 - Victoria
 - Whitbourne
 - Winterton

St. John's Regional Board

- 1 Local Board**
- A.C. Hunter
 - Marjorie Mews
 - Michael Donovan