



2017 2020

New Brunswick Public Library Service
Strategic Plan



Connect
Learn. Read. Play. Create.
Succeed.

www.gnb.ca/publiclibraries



Acknowledgements

Many public library strategic plans were consulted to serve as a guide for trends in library services as well as ideas for presentation of content. We would like to acknowledge the use of two plans in particular that helped shape the writing of this plan:

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Los Angeles Public Library Strategic Plan 2015-2020
Toronto Public Library Strategic Plan 2012-2015



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Connect. Learn. Read. Play. Create. Succeed.

“ A library in the middle of a community is a cross between an emergency exit, a life-raft and a festival. They are cathedrals of the mind; hospitals of the soul; theme parks of the imagination. On a cold rainy island, they are the only sheltered public spaces where you are not a consumer, but a citizen instead.

– Caitlin Moran, Author

Where Connections Start

New Brunswick is a province rooted in its communities, its people and a “small-town” quality of life. A key strength of New Brunswick is its community connectedness.

New Brunswick public libraries mirror this tradition of connectedness. We have a network of 63 public libraries, an online branch and a provincial library services-by-mail. Each service point reflects and celebrates the unique qualities of the communities they serve while keeping people connected.

Our municipal partners and library trustees play a key role in ensuring our library facilities and services keep improving to meet evolving public needs.

New Brunswick public libraries have many strengths: a community-based service; one provincial library card; one shared provincial online catalogue and collection; a borrow anywhere, return anywhere service; welcoming facilities and inclusive open hours; flagship reading programs for the young and young at heart; computer, Internet and Wi-Fi access in all libraries; dedicated and passionate employees, trustees, volunteer, partners; and committed funders: provincial government, participating municipalities and school districts, and donors.



Through our strengths, we keep people connected, learning, reading, playing, creating and succeeding in today's fast-paced world:

- A newcomer learning a new language
- A student cramming for exams in a quiet corner
- An unemployed person using the public access computers to search for a job
- Preschoolers arriving for a story time
- Seniors learning the latest about social media
- Budding entrepreneurs accessing a database of business plans
- Tourists browsing an exhibit of local art
- A patron asking library staff about health resources for their medical condition
- A patron using assistive technologies to read information in an accessible format
- A teacher browsing the shelves to borrow books for the classroom
- A patron with no transportation calling a 1-800 number to get books, film and music delivered to their mailing address
- A shift worker visiting the virtual branch to read the province's daily newspapers
- A music aficionado searching the online catalogue for local musicians and picking up CDs at their preferred library

This strategic plan will enable our public library system to continue these activities and more. Our public library system will grow even stronger, with New Brunswickers knowing that they can turn to their public library as the trusted community place to connect, learn, read, play, create and succeed.



A Year in the Life of New Brunswick Public Libraries

- 2 million people visit a library
- 2.7 million items borrowed
- 745,000 items shipped between libraries for use by the public (2,000 items per day)
- 154,000 unique wireless users
- 21,000 programs offered
- 280,000 people attend programs
- 235,000 uses of public access computers
- 220,000 research questions answered by staff
- 4.9 million visits made to online services on the New Brunswick Public Library Service (NBPLS) website



Our Strategic Plan

New Brunswick public libraries have prepared a 3-year strategic plan that has been informed by:

- knowledge of our communities
- feedback from library staff, library trustees, the New Brunswick Public Libraries Board, and various government departments
- strategies from our provincial government relating to economic and social inclusion, literacy, families, education, culture and heritage, aging, health and wellness
- strategic plans from innovative public library systems in Canada and the United States.

Through this process, we have developed a renewed vision and mission as well as a statement of our values.

Goals, key activities and outcomes have been developed that are provincial in scope yet relevant to our local communities. Through the following **Goals**, we will provide the best possible public library service:

- **Cultivate and inspire young readers**
- **Champion literacy and lifelong learning**
- **Contribute to community economic growth**
- **Stimulate imagination and creativity**
- **Strengthen community connections and access**
- **Build on our organizational capacity to provide excellent service**

During the next three years, we will be evaluating our performance, measuring our impact, developing action plans and focusing our resources to support the **Key Activities** in this strategic plan.

To ensure we are staying on course, we will measure our progress with a set of ambitious yet realistic **Provincial Outcomes**.





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Read. Play.
Create. Succeed.

Our Vision

New Brunswick Public Libraries are the place to connect, learn, read, play, create, and succeed.

Our Mission

Equitable. Free. Province-wide: New Brunswick Public Libraries enrich the social, cultural and economic vitality of our communities by opening doors to lifelong learning for all.

Our Values

Client Focus: Providing excellent, responsive services

Equity: Being inclusive, respectful and fair

Diversity: Valuing individual needs, experiences and differences

Intellectual Freedom: Guaranteeing and facilitating the free exchange of information and ideas in a democratic society while protecting intellectual freedom and respecting individuals' rights to privacy and choice

Innovation: Encouraging creativity, experimentation and the generation of ideas

Collaboration: Welcoming participation in service and program development by residents and communities

Integrity: Being open, transparent and honest in all our dealings

Accountability: Taking responsibility for our actions and the services we provide

Passion: Being dedicated and committed to our communities

GOAL 1

The library is where you can...

- See a story come to life through a puppet show
- Play with educational toys and games
- Sing, dance, do yoga, or make a craft
- Practice reading using computers and other interactive technologies
- Join a reading club
- Attend a story time or call a 1-800 number to have a story read to you
- Get help finding the perfect story for the avid or reluctant reader
- Take home books, music and movies to share with your family

Cultivate and Inspire Young Readers

Public libraries offer a unique place in our communities – a trusted, safe place outside of home and school where youth (babies, toddlers, preschoolers, children and teens) can discover a world of stories and ideas.

It is widely recognized that when young people read voluntarily, have books in the home, and visit their public library, it is a recipe for success. Literacy begins with the primary adults in a child's life. It is for this reason that we want our libraries to continue their essential role in supporting early literacy within the community – offering families and youth opportunities to talk, sing, read, write, and play.

We want to support families, teachers, daycare workers, and First Nation Elders by giving them access to books, films, and music - making it easier for youth to find materials of interest to them.

With the key activities of Goal 1, we want young people to fall in love with reading, storytelling and learning so New Brunswick youth are prepared to succeed in school and life.



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KEY ACTIVITIES

1. Develop inspiring, diverse and inclusive collections that create a natural link between books and young readers
2. Offer Phase 2 workshops on Every Child Ready to Read's (ECRR) 5 principles (sing, read, write, talk and play) targeted to families and community partners (e.g. public health nurses, preschools, daycares) - sharing with them methods to help young children develop the skills they need to succeed
3. Use enhanced features of the catalogue to highlight collections promoting ECRR and related principles, serving as a portal for families and community partners
4. Create interactive learning spaces in libraries for families with children 0-5 years old
5. Develop and deliver afterschool programs and activities (between 3 pm and 5 pm)

PROVINCIAL OUTCOMES

- Increase annual circulation of children's collection by 4% by 2019-2020
- Increase number of youth participating in programs by 5% by 2019-2020
- Every library will have dedicated interactive learning spaces for families by 2019-2020

GOAL 2

The library is where you can...

- Learn how to use an e-reader
- Find a place to read, study and think
- Get research help
- Find books in the format of your choice
- Attend workshops to learn new skills and gain new knowledge

Champion Literacy and Lifelong Learning

To thrive in today's global economy, citizens need a high level of proficiency in reading, writing, numeracy and the use of digital technologies.

Our network of 63 public libraries, online branch, and provincial library services-by-mail make literacy and lifelong learning opportunities front and centre in our communities. We have library staff, trustees, volunteers, and patrons who champion reading, writing, learning, creating, and using technologies every day. Through the use of library services, citizens are forever learning in formal and informal ways.

Our programs, activities and events are vast, supporting the needs and interests of the community. We offer a broad collection of books, music and films to satisfy the most curious minds.

With the key activities of Goal 2, we will be championing libraries, literacy and lifelong learning.



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KEY ACTIVITIES

1. Develop common themes and approaches for public libraries to promote their programs and services
2. Carry out library membership drives targeting communities, employers, schools, government employees, associations, etc.
3. Collaborate with community organizations and partners to offer library services to unserved and underserved groups such as daycares, seniors homes, First Nations, shelters, prisons
4. Offer programs that enhance digital technology skills (e.g. digital library fairs; e-reader/tablet clinics)
5. Promote use of physical and virtual library resources for self-led learning and research
6. Explore integrating a calendar of library events with catalogue searches so patrons can make easy connections to what is happening at the library with their reading interests

PROVINCIAL OUTCOMES

- Increase number of New Brunswickers who have a public library card by 5% by 2019-2020
- Increase use of online databases provided by NBPLS by 5% by 2019-2020
- Increase number of annual visits to New Brunswick public libraries by 1% (to 2.1 million) by 2019-2020

GOAL 3

The library is where you can...

- Use a computer to apply for jobs
- Learn to write a business plan and start your own business
- Create and print your resume
- Attend a workshop to help you prepare for a job interview
- Access career planning tools and resources
- Find labour market information
- Participate in a free income tax clinic
- Join a conversation in a second language

Contribute to Community Economic Growth

A public library in the middle of a community enhances its competitiveness, prosperity and quality of life for all. Research has demonstrated that for every dollar invested in public libraries, there is a minimum five dollar return.

Our libraries offer quality information and research expertise to complement services provided by government agencies, the business community and not-for-profit organizations.

Where spaces and resources permit, our libraries work with community partners to promote their services so they are more accessible to the public. Examples can include offering library space for patrons to meet with an employment counselor, social worker, or a health care provider.

In addition to accessing government and community-based services, the library is a place where citizens can gain skills related to the job market and access free Wi-Fi, computers and a low-cost option for basic printing services. Newcomers can connect with others to help them settle in their community.

With the key activities of Goal 3, libraries are committed to supporting a skilled and prepared workforce and a strong economy.



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KEY ACTIVITIES

1. Collaborate with workforce development and other organizations to offer workshops supporting employability (e.g resume writing, job seeking, and digital skills)
2. Collaborate with partners to offer programs and services that are targeted to the needs of the business community / entrepreneurs
3. Offer expanded financial literacy collections, programs, services
4. Collaborate with community organizations to offer programs and services to support newcomers settling in New Brunswick
5. Offer programs and services that support learning New Brunswick's two official languages

PROVINCIAL OUTCOMES

- Increase number of adults participating in library programs by 5% by 2019-2020
- Increase number of annual visits to New Brunswick public libraries by 1% (to 2.1 million) by 2019-2020
- Increase number of New Brunswickers who have a public library card by 5% by 2019-2020

GOAL 4

The library is where you can...

- **Admire an exhibit of local artists and artisans**
- **Join a bookclub and share your opinion**
- **Download an eBook and enjoy it wherever you are**
- **Borrow an audiobook to listen to while you travel, exercise or do chores**
- **Discover new authors, music or films**
- **Explore your family's roots**

Stimulate Imagination and Creativity

Libraries offer a unique social and cultural milieu in our communities – they give us a place to relax, learn, read, create and share our stories.

In our growing collection of 2 million items, patrons can find novels, biographies, magazines, movies, eBooks, audiobooks, music, etc. Our libraries offer New Brunswickers a chance to gain new knowledge, learn about their culture and heritage, and share that knowledge with others.

By providing reading spaces, common spaces, meeting spaces, exhibit and creation spaces, people have opportunities to be creative in a shared environment. Libraries are providing digital technologies and hands-on tools – from sewing machines and musical instruments to digital media labs and 3-D printers. Through the library, people can innovate and build upon what their community has to offer.

With the key activities of Goal 4, libraries will stand out as creative hubs.



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KEY ACTIVITIES

1. Create flexible spaces and provide resources that people can use to create and learn
2. Promote New Brunswick culture and heritage by offering collections, exhibitions and programs that feature local creators (artists, musicians, authors, filmmakers, etc.) and local history
3. Offer STEAM-based programs (science, technology, engineering, arts, math) in collaboration with community partners
4. Work with community partners to offer alternative collections for lending (e.g. seeds, mobile devices, musical instruments, tools, cultural and recreational passes)
5. Offer intergenerational programs where youth and seniors can interact, share stories and learn from each other
6. Collaborate with galleries, libraries, archives and museums (GLAMs) to improve citizen awareness and access to Canada's memory institutions

PROVINCIAL OUTCOMES

- Increase number of annual visits to New Brunswick public libraries by 1% (to 2.1 million) by 2019-2020
- Increase circulation of New Brunswick collection (books, films, music) by 10% by 2019-2020
- All libraries will offer STEAM based programs by 2019-2020
- All libraries will pilot at least one new alternative collection for loan by 2019-2020
- All libraries will offer at least one intergenerational program annually

GOAL 5

The library is where you can...

- **Discover Indigenous stories, history and heritage**
- **Visit when it is convenient for you – a weekday, an evening, a weekend**
- **Read in the format of your choice – print, electronic, braille, audio**
- **Use free equipment and software to help you read**
- **Celebrate your community's heritage**
- **Volunteer to help deliver a program in the library or in the community**

Strengthen Community Connections and Access

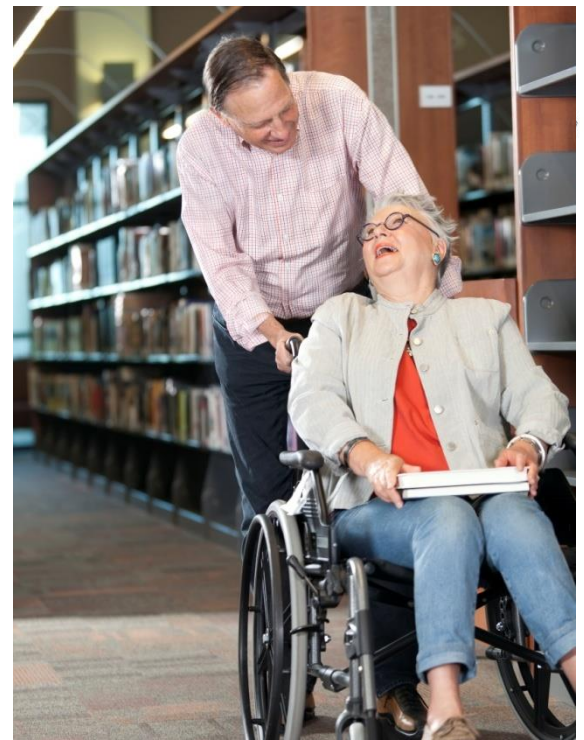
Libraries have a unique responsibility in our communities. They safeguard a citizen's freedom to read, to be informed, and to have access to the widest variety of materials possible, without censorship. Libraries are inclusive and open to all citizens.

In New Brunswick, we offer free library card memberships. To encourage children to explore our diverse collections and to take them home, we have no overdue fines on children's library cards. To be inclusive to all citizens, we offer collections in various formats and we deliver library services in alternative ways – library services-by-mail, collection deposits, a virtual branch, and outreach visits in the community. We have volunteers that share their knowledge through programs and help us reach people who are unable to visit a library. We offer free Wi-Fi, public access computing and assistive technologies. We have consistent open hours across the province which include weekend and evening hours.

In addition to these inclusive services, the public library is where you can meet a local author or a musician, discover a special heritage collection that is held in your library, and explore your roots by attending a genealogy workshop. Our libraries offer special collections about New Brunswick and Canadian history.

With the key activities of Goal 5, libraries will foster community development, and a celebration of our rich and growing diversity.

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KEY ACTIVITIES

1. Offer more library programs, activities and events in the community to reach new users
2. Offer programs and services that share Indigenous history and culture in support of the Truth and Reconciliation Commission calls to action
3. Promote library services-by-mail for those unable to visit a library
4. Explore the feasibility of opening more libraries 6 to 7 days a week, year round based on pilot project results
5. Explore the feasibility of opening all public-school libraries on Saturdays, year round
6. Work with municipalities and trustees to improve library facilities based on NBPLS *Policy 1003 - Facility Standards for Public and Public-School Libraries*
7. Improve broadband speed in public and public-school libraries
8. Explore feasibility of “borrowing the Internet” to help bridge the digital divide between those who have Internet access at home and those who do not
9. Explore fine forgiveness programs to help reduce barriers to using the library

PROVINCIAL OUTCOMES

- Increase number of New Brunswickers who have a public library card by 5% by 2019-2020
- Increase number of annual visits to New Brunswick public libraries by 1% (to 2.1 million) by 2019-2020
- All libraries offer a minimum of three Indigenous-themed programs annually
- Increase circulation of materials within the library services-by-mail by 20% by 2019-2020

GOAL 6

The library is where you can...

- Discover content tailored to what is of interest to New Brunswickers
- Access the resources of public libraries across the province and country
- Get involved by providing feedback, volunteering or becoming a library trustee
- Connect with knowledgeable staff about the latest books, information and technology that meet your needs

Build on our Organizational Capacity to Provide Excellent Service

A modern and responsive public library service is made possible through elements such as a dynamic online catalogue, quality collections and programs, convenient and flexible access points, up-to-date technology, multifunctional library spaces, expertly trained staff, citizen engagement, and innovative partnerships.

Our library system is able to provide high-quality and responsive services to the public by keeping in step with best practices and being resourceful.

With the activities in Goal 6, we want to build on our organizational capacity by keeping our staff on the leading edge of public library services – using community and patron-led approaches to service development, leveraging our analytical tools and expertise, and fostering community leaders within our system.



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KEY ACTIVITIES

1. Train staff on the community-led libraries approach to foster citizen engagement and reduce the number of barriers that prevent access to services
2. Develop a plan to provide more qualitative based measures for public library programs and services
3. Train staff on emerging library technologies and technologies in demand by the public
4. Train staff to be experts on the use of NBPLS online databases
5. Develop collections by putting greater emphasis on the use of analytical tools to better understand usage trends and gaps
6. Implement Resource Description and Access (RDA) cataloguing standards – the new international standard for describing and accessing collections in an online catalogue

PROVINCIAL OUTCOMES

- Increase number of New Brunswickers that have a public library card by 5% by 2019-2020
- Increase number of annual visits to New Brunswick public libraries by 1% (to 2.1 million) by 2019-2020
- Increase circulation of library materials by 2% by 2019-2020



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Provincial Outcomes

This strategic plan will be our road map for the next three years. Each service point will be adopting the same mission, vision, values, goals, key activities and provincial outcomes with the flexibility to develop their own action plan (the how), based on the unique qualities, resources and needs of the communities they serve.

New Brunswick public libraries will be working with government departments and agencies, municipalities, school districts, library trustees, volunteers, and other partners at the provincial, regional and local level to realize the vision in this strategic plan.

Our key result areas at the end of three years will be:

- Physical and virtual collections that meet people's needs
- Programs and services that invite people to connect, learn, read, play, and create
- Welcoming and inclusive environments
- Robust technology
- Expanded digital presence
- Collaborative work with our communities
- Well-trained and knowledgeable staff



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About New Brunswick Public Libraries

In New Brunswick, public library service is provided in partnership between the provincial government and participating municipalities. In the case of public-school libraries, participating school districts are a third partner. Public Libraries are regulated by the *New Brunswick Public Libraries Act*.

Contact Information

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