

Nova Scotia Library Year 1 Business Case

October 2007 – September 2008

Prepared by: NSL Steering Committee

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1. Executive Summary

The Nova Scotia Library (NSL) initiative represents Nova Scotia college, university and public libraries which have collectively observed success of multi-type library collaboration in other Canadian jurisdictions and wish to bring similar efficiencies to Nova Scotia libraries.

In 2007, the Council of Regional Librarians (representing all Nova Scotia Public Libraries), Novanet (representing most college and university libraries), and the Nova Scotia Provincial Library met to discuss the creation of a collaborative library model, with the goal of giving Nova Scotians barrier-free access to member library resources and services regardless of where they live, work or study.

Following a planning day at which all college, university and public library institutions were represented, a Steering Committee was established to explore the creation of a cooperative service delivery infrastructure. Co-chaired by the Nova Scotia Provincial Librarian and the Novanet chair, the Steering Committee's role is to develop plans related to identified outcomes and projects, and to explore securing of finances required to ensure success.

The outcomes and associated projects which were identified to create public service and financial efficiencies are:

1. Ease of access for Nova Scotians
2. Access to expert library staff
3. Shared collections

Projects identified to meet these outcomes are:

One Card
One Place to Look
Collaborative Virtual Reference and Readers' Advisory Service
Staff Training and Continuing Education Plan
Shared Licensing
Digital Projects Plan

NSL has secured full membership of all public, university and college libraries, with Nova Scotia Archives & Records Management and Nova Scotia Legislative Library as observers. The commitment from member libraries to enhance library service through cooperation among multi-type libraries will ensure the success of this venture.

This preliminary business plan outlines the major outcomes for NSL and sets out guidelines for Year 1 of the initiative.

2. Concept and Vision

Background

Opportunity:

During the spring of 2007, the Council of Regional Librarians (CORL), comprising Nova Scotia public library directors, engaged in discussions with Policy Board representatives of the Novanet consortium of Nova Scotia university and community college libraries. The purpose of this collaboration was to investigate the possibilities for increased public and academic library cooperation in the province, based on success of similar provincial multi-type library partnerships in Alberta, Ontario, Saskatchewan and British Columbia. Representative parties indicated a desire to move toward universal access to members' information resources and services for literacy, lifelong learning, teaching, research and leisure purposes, for all Nova Scotians.

Collaborating to share resources related to staff and materials will increase benefits to clientele served by each library type and optimise the use of public funds. Libraries build community sustainability through lifelong learning opportunities, and all Nova Scotians, whether in rural areas or large municipalities, will benefit from the collaboration of multi-type library leaders.

Current situation:

All member libraries of NSL receive grants from the Nova Scotia provincial government. In terms of facilities, NSL members represent 77 public branch libraries, 11 university libraries and 13 community college libraries. Collectively, these libraries house millions of print and electronic resources and are staffed by experts in information literacy and information technology.

Novanet represents a consortium of most post-secondary institutions in Nova Scotia. This consortium creates efficiencies among community college and university libraries by providing an integrated catalogue, as well as cooperative collection development and document delivery.

CORL is a collaboration of directors of all nine regional public library systems in Nova Scotia and the Nova Scotia Provincial Library which ensures cooperative approaches in public library service delivery in Nova Scotia.

In April of 2007, the Nova Scotia Provincial Library hosted a one-day meeting of CORL members and Novanet Board of Directors members to explore multi-type library partnerships in Nova Scotia. The two non-Novanet academic libraries, Acadia University and Université Sainte-Anne, were also represented at this meeting.

At this initial meeting, representatives decided to formalise their working relationship. A Direction Setting Workshop was held on June 6, 2007, in which the Nova Scotia Library Initiative was

created and a project description, mission, vision, core values, benefits and next steps were identified.

Project description:

The Nova Scotia Library (NSL) is established:

- a. to create a province-wide multi-type library consortium based upon principles of barrier-free access to member resources;
- b. to initiate a province-wide information service infrastructure;
- c. to facilitate and enhance the education, training and development of the stakeholders who deliver information and library services in Nova Scotia;
- d. to advocate, as a single voice, on behalf of all Nova Scotians for the support and resources that will enable Nova Scotia libraries to meet the needs of their users;
- e. to facilitate and enhance communication and coordination among members of the library community in Nova Scotia and between those sectors and the public;
- f. to acquire, lease, own, develop, license, equip, maintain, or operate information technology, telecommunications technology or software independently of or in conjunction with any other party;
- g. to support and subscribe to any charitable or public object and any institution or other undertaking which may further the objectives of the NSL;
- h. to enter into partnership, any arrangement for cooperation, joint venture, reciprocal concessions, or otherwise, with any person, or institution which will, directly or indirectly, benefit the NSL;
- i. to contract with other persons for the provision of products and services to the NSL and from the NSL;
- j. to publish, distribute and deal in all media sources of every kind;
- k. to engage in any activities or operations which can, in the opinion of the Steering Committee, be advantageously engaged in by the NSL in connection with, or auxiliary to, any of the above-mentioned objectives for the general business of the NSL.

Vision

The Nova Scotia Library (NSL) provides seamless, barrier-free access to creative, learning and recreational opportunities for all Nova Scotians.

Across the province, NSL offers a suite of powerful services supported by a cooperative service-delivery infrastructure.

The NSL is well-used, valued and sustainably resourced. Member organisations are enthusiastic participants.

The NSL is recognised for its essential contribution to the educational, social, cultural and economic well-being of Nova Scotia.

Mission

The Nova Scotia Library contributes to the development of sustainable communities in Nova Scotia through providing all Nova Scotians with seamless, barrier-free access to the world's resources.

Core Values

NSL Partners value:

1. Participation by all members in planning and implementation
2. Openness and transparency
3. Enhancing services
4. Creating efficiencies
5. Being accountable to our respective constituencies

3. Outcomes

Efficiencies and financial benefits

The overarching goal of the NSL is to bring together products and services to enrich library services to Nova Scotians within a fiscally responsible framework. At the June 6, 2007 visioning meeting the following benefits of NSL member collaboration were identified:

- province-wide access to a core suite of full-text digital journal and book collections
- the coordinated creation of digitised materials important for Nova Scotians
- shared electronic repositories to manage and preserve born-digital Nova Scotia content
- seamless linking to full-text content across libraries
- management of a province-wide authentication system and one card service
- improved interlibrary loan services
- coordinated information literacy programs
- expanded virtual reference services

Three major outcomes for the public were identified:

1. Ease of access to materials for Nova Scotians
2. Access to expert library staff
3. Shared collections and services

Services and Products

To meet the three identified outcomes, six services and products projects have been identified which cross all sectors of the member libraries. These projects will grow and develop the NSL, leading to the development of other services and products to assist all Nova Scotians with their information and leisure reading needs.

Outcome 1: Ease of access to materials for Nova Scotians

Project 1: One Card

The One Card project will create a Nova Scotia library card that can be used at any member library. One Card will allow Nova Scotians to search, find, retrieve and return library materials at locations that best meet individual needs.

Project 2: One Place to Look

A feasibility study will explore integration of the discovery process for Nova Scotians which could be made possible by merging searchability of the three existing integrated library systems.

Outcome 2: Access to expert library staff

Project 3: Collaborative Virtual Reference/Readers' Advisory Service

A collaborative virtual reference/readers' advisory presence and staff referral system will enable Nova Scotians to access qualified information and readers' advisory staff from anywhere in the province, and to receive assistance from staff who are experts in the field(s) most relevant to a customer's query.

Project 4: Staff Training and Continuing Education Plan

The Staff Training Plan will give Nova Scotians access to library staff who are trained to meet all their information and recreational reading needs by exploring opportunities for shared staff training and development. Cost and organisational

efficiencies will be realised through co-sponsorship of training and continuing education events.

Outcome 3: Shared collections and services

Project 5: Shared Licensing

The Licensing Project will provide Nova Scotians with expanded and coordinated access to digital and electronic content through the collective purchase and licensing of electronic resources. This consortial model will make commercial electronic databases available to all Nova Scotia libraries, regardless of focus, size or location. Cost savings will be realised from consortial purchasing.

Project 6: Digital Projects Plan

The Digital Projects Plan will allow Nova Scotians to search, find and use unique digital information resources. Member agencies will collectively provide access to professionally selected, quality information resources, both those freely available on the Internet and those only available through subscription.

4. Governance

Structure

The NSL is a collaborative initiative that draws upon the expertise and resources of member organisations.

Steering Committee

Founding representative members of NSL have established a core partnership that acts as the Steering Committee, under the following terms:

- The Steering Committee consists of appointed representatives who are members of the Council of Regional Librarians, the Nova Scotia Provincial Library and the Novanet Board of Directors.
- The Steering Committee will meet on a monthly basis, and members will report on NSL activities to their parent organisations. The Provincial Librarian and the Chair of Novanet will act as co-chairs of the Steering Committee. The Steering Committee will provide advice and direction to the co-chairs in the development of NSL initiatives and projects.

Steering Committee Co-chairs

Co-chairs will:

- Alternate chairing of meetings
- Act as the key contacts for communications with other partners
- Provide leadership on advancement of NSL projects

Administrative Support

The Provincial Library will act as the administrative support body for the NSL, providing a secretariat and project management role. Novanet will function as the incorporated body.

Project Committees

Project committees are created on an as-needed basis, for projects identified as part of the NSL. Project committee chairs report to the Steering Committee. Membership and size of project committees are based on requirements of each individual project, with representation and/or input from all partners.

5. Strategic Alignment

The mission of the NSL aligns strategically with those of its representative agencies and the provincial government:

The Nova Scotia Library contributes to the development of sustainable communities in Nova Scotia through providing all Nova Scotians with seamless, barrier-free access to the world's resources.

Its mission takes into consideration the critical role that libraries play in the life cycle of learning, exploration and discovery of ideas, study, and reading.

The mission of the Nova Scotia Department of Education is:

To provide excellence in education and training for personal fulfilment and for a productive, prosperous society.

The NSL members, public, academic and college libraries, are collaborating to achieve new levels of excellence in client service delivery.

Nova Scotia Library Priorities	New Nova Scotia Corporate Priorities ¹
Expert staff providing seamless access to leading edge resources & information	Globally competitive workforce
Access to consumer health information & programming	Healthy, active Nova Scotians
Advocacy for access to enhanced resources & services for Nova Scotians	Vibrant communities
Ease of Access for Nova Scotians: One card One Integrated Library system Collaborative reference and readers' advisory service	Accessible services
Shared Collections Collaborative approaches Strong, accountable governance model	Creating winning conditions

¹ The New Nova Scotia: A Path to 2020 <http://www.gov.ns.ca/2020/>

6. Marketing and Communications Plan

SWOT/PEST analysis

In order to raise the profile of the initiative and to inform the Department of Education of the possibilities that emerge with this historic collaboration, the Steering Committee will develop a communication plan for NSL. A SWOT/PEST analysis conducted by the Communications Division of the Department of Education provides the basis for preparation of this communications plan.

Target Audiences

As projects develop, marketing strategies will be designed for each identified target audience, highlighting relevancy of identified projects or aspects of each project as/if relevant to a target audience.

The following target audiences have been identified:

1. Library community
2. Students
3. Citizens
4. Governments

7. Summary Financial Case

The period of this Year 1 business case has been identified as being from October 2007 to September 2008. The following financial requirements have been identified. All contributions are in-kind from partner organisations.

Strategic development consultant	\$ 5,130.00
Strategic development guest speaker	\$ 1,500.00
Expenses for visioning sessions	\$ 1,500.00
Brand development fee	\$ 622.00
One-card meeting expenses	\$ 2,000.00
NSLA guest speaker expenses	\$ 2,000.00
NSLA meeting expenses	\$ 1,500.00
Steering committee meeting expenses	\$ 1,000.00
	<hr/>
	\$ 15,252.00

8. Milestones and Achievements

General goals have been established for each of 4 years, for each of the NSL projects identified under "Services and Products":

Project 1: One Card

Year 1: A One Card proposal will be complete, as outlined by the Terms of Reference for the One Card Planning Committee.

Year 2: The One Card system will be implemented by the One Card Implementation Committee, as directed by the report from the One Card Planning Committee.

Year 3: The One Card system will be evaluated.

Project 2: One Place to Look Study

Year 2: A feasibility study will be completed for shared Integrated Library System searching capacity.

Year 3: A plan to implement shared ILS searching capacity will be developed.

Year 4: A shared ILS plan will be implemented and evaluated.

Project 3: Collaborative Virtual Reference/Readers' Advisory Service

Year 2: An environmental scan and implementation strategy will be developed for shared virtual reference/readers' advisory services.

Year 3: A Collaborative Virtual Reference/Readers' Advisory Service pilot will be implemented.

Year 4: The Collaborative Virtual Reference/Readers' Advisory Service pilot will be evaluated, and a model developed. The Collaborative Virtual Reference/Readers' Advisory Service model will be implemented.

Project 4: Staff Training and Continuing Education Plan

Year 1: A multi-partner staff training session on the Cochrane Library will be implemented. A pre-conference planning session will be held at the Nova Scotia Library Association conference in the fall of 2008.

Year 2: A jurisdictional scan of existing collaborative staff training opportunities will be developed, and other collaborative training opportunities will be identified as they emerge. A calendar of shared training sessions will be developed.

Year 3: A directory and plan of collaborative training opportunities will be developed and communicated to relevant partners and their staff.

Year 4: The collaborative training opportunities directory and plan will be evaluated and updated.

Project 5: Shared Licensing

Year 2: A Nova-Scotia-wide licensing agreement study will be initiated. Pilot sharing plans will be initiated. An Atlantic-wide licensing plan (based on The Council of Atlantic University Libraries/Conseil bibliothèques des universités de l'Atlantique model) will be studied.

Year 3: A full sharing model for Nova Scotia, and potentially for Atlantic Canada, will be implemented.

Year 4: The shared licensing model will be reviewed and adjusted.

Project 6: Digital Projects Plan

Year 2: Collaborative partnerships will be identified through a jurisdictional scan. A survey will identify priorities for digitisation, and funding will be allocated to ensure the completion of priority projects.

Year 3: Completed and in-process projects will be reviewed and new projects funded.

Year 4: Completed and in-process projects will be reviewed and new projects funded.

9. Next Steps

The first year of NSL activity will conclude with the pre-conference session at the Nova Scotia Library Association on October 3, 2008. Feedback related to each project identified by NSL will be gathered at this session.

A business plan will subsequently be developed for Years 2, 3, and 4, incorporating feedback from the NSLA pre-conference session and to address the following:

- Branding
- Identification of governance structure
- Membership renewal structure
- Funding strategy development and alignment to projects
- Development of project plans
- Development of a communications plan

The NSL Initiative Steering Committee will prepare a report of Year 1 activities which will assist in the development of the business plan for Year 2

Appendix A:
Founding Members

Nova Scotia Library 2008, Year 1 Members

Colleges and Universities

Acadia University
Dalhousie University
Mount Saint Vincent University
Nova Scotia College of Art & Design
Nova Scotia Community College
Saint Mary's University
St. Francis Xavier University
Université Sainte-Anne,
University College of Cape Breton
University of King's College

Public Libraries

Annapolis Valley Regional Library
Cape Breton Regional Library
Colchester-East Hants Regional Library
Cumberland Regional Library
Eastern Counties Regional Library
Halifax Public Libraries
Pictou-Antigonish Regional Library
South Shore Regional Library
Western Counties Regional Library

Nova Scotia Provincial Library

Observer Status

Nova Scotia Legislative Library
Nova Scotia Public Archives

Appendix B:

Nova Scotia Library: Direction Setting Workshop
Results and Workshop Materials, June 6, 2007

Nova Scotia Library: Direction Setting Workshop

Results and Workshop Materials

June 6, 2007

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1. Introduction

A Direction Setting Workshop for the possibility of establishing a Nova Scotia Library was held on Wednesday, June 6, 2007 at the Provincial Library offices in Halifax. There were 21 attendees. The Workshop was organized:

To develop a Mission and Vision (goals) for a potential Nova Scotia Library

To identify the critical opportunities and issues in pursuing such a course

To set out our next steps

The approach was embodied in an Agenda (see Appendix 1), which proceeded through a series of team and plenary sessions, essentially in four stages:

- Stage 1:** Assessing “where we are now” – by identifying critical factors and challenges;
- Stage 2:** Establishing “who we are” – by developing a preliminary mission;
- Stage 3:** Setting out “where we want to go” – by establishing where a Nova Scotia Library could be (i.e. a Vision) in 3 to 5 years; and
- Stage 4:** Setting a course of “how we want to get there” – by developing directions and identifying high-level actions

The remainder of this report sets out the results achieved at the Workshop. In addition, there are four appendices. Appendix 1 contains key workshop organizational materials. Appendices 2 and 3 contain complete and unedited records of material generated in the Group Mission-identification and Vision-ing exercises, respectively. Appendix 4 consists of the Group-generated materials identifying key initiatives for developing action plans.

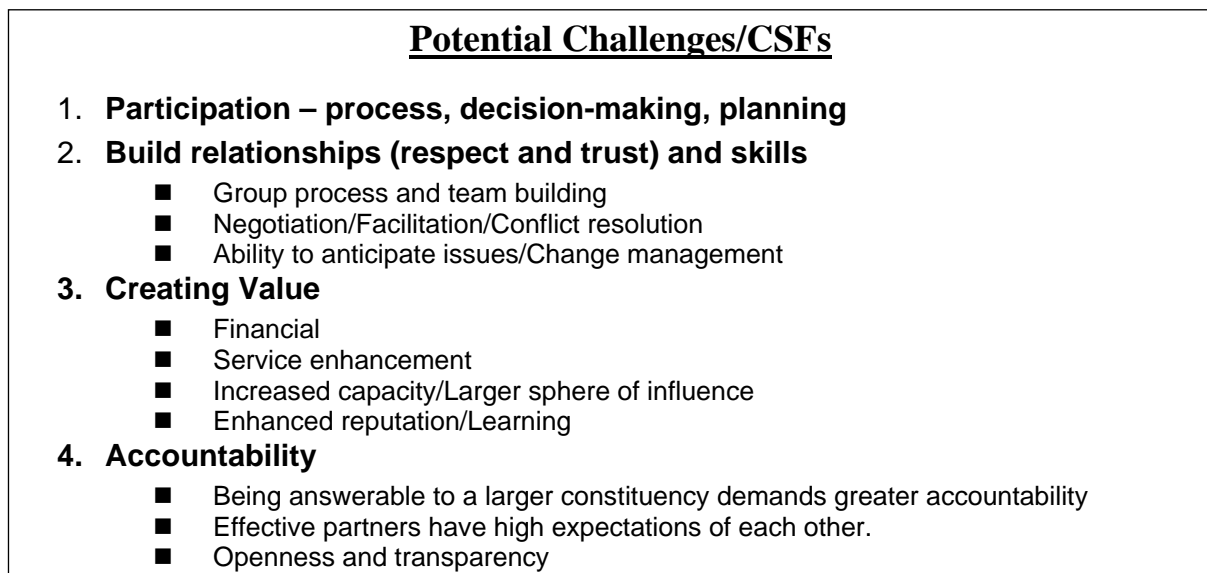
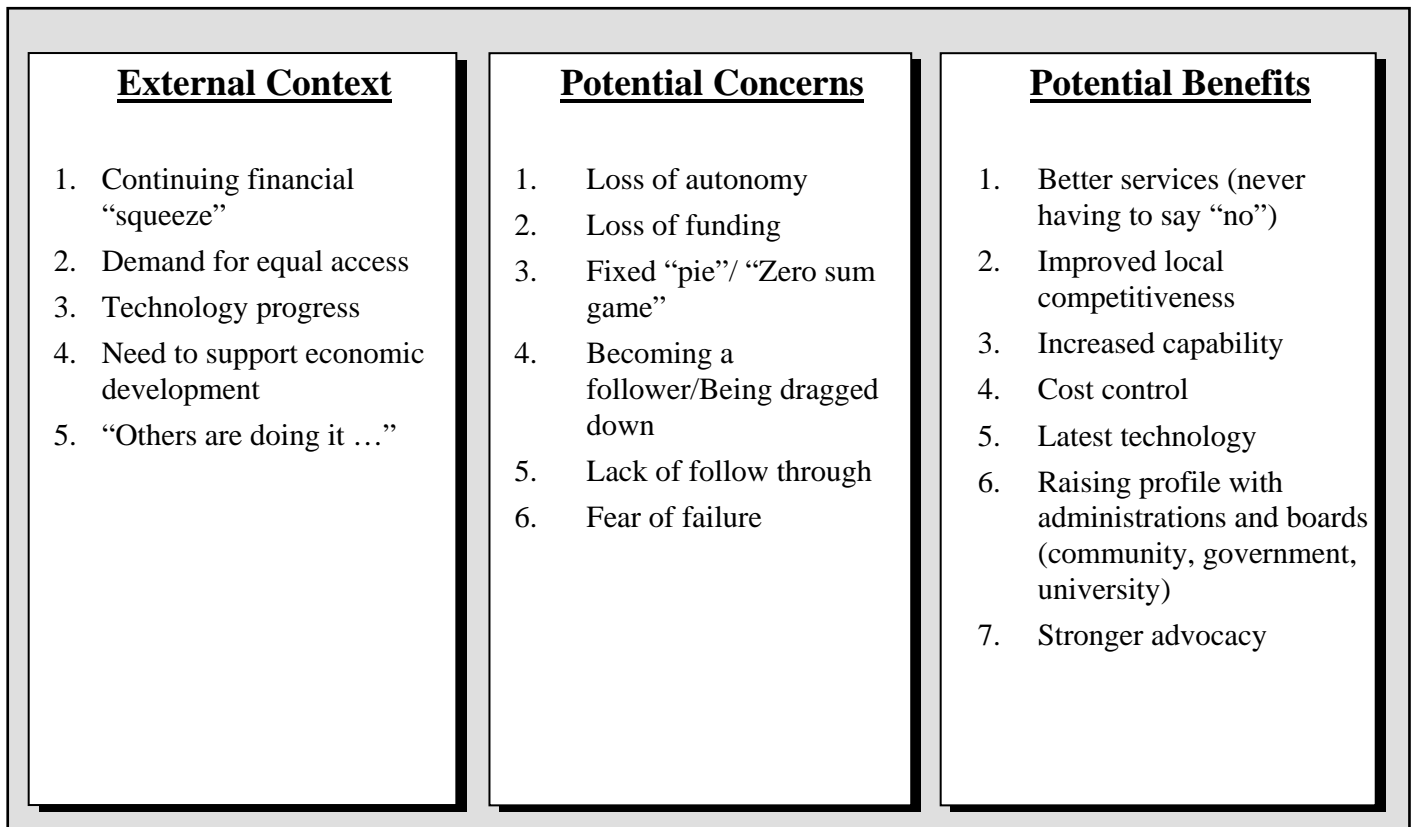
2. Workshop Results

The Workshop produced five key results:

1. **A Common Understanding of the Challenges which need to be addressed –**
The Challenges that need to be addressed in successfully establishing a Nova Scotia Library were presented and discussed briefly. These challenges result from an assessment of the influential external factors in relation to the potential concerns and benefits. (see Section 3)
2. **A Preliminary Nova Scotia Library Mission Statement –** An organization’s MISSION statement sets out its reason for existence, its mandate, and why it is unique. Two sessions were devoted to developing the elements of a Mission Statement. The resulting statement (see Section 4 and Appendix 2) is considered a good start, ready for refinement.
3. **A Draft Vision Statement –** A VISION Statement is a vibrant and compelling image of what an organization wants to become and how it wants to be recognized. The Workshop devoted two sessions to producing the statement and several opportunities to refine it. The result is a consensus statement, which although in need of editing, appeared to receive widespread support in the Workshop. (see Section 5 and Appendix 3)
4. **A Set of Directions and ideas for Action Plans –** The meeting identified five major directions needed to realize the Vision, and developed a list of suggestions for working on each. (see Section 6 and Appendix 4)
5. **A set of “Next Steps” Needed to move the Concept to Implementation –** Four key steps were identified as critical to pursue over the next two to three months. (see Section 7)

3. Situation Analysis

The challenges that will need to be addressed in establishing a Nova Scotia Library were described as an interplay of several factors – the external context, potential concerns and potential benefits.



4. Mission

A mission statement sets out why an organization exists and what it does. After one team and one plenary session, the Workshop agreed that the following draft Mission Statement is a good starting point for wider discussion and refinement. It is composed of five elements:

Preliminary Nova Scotia Library MISSION Statement

- 1 To facilitate ...**
 - 2 the development of sustainable communities in Nova Scotia ...**
 - 3 through providing all Nova Scotians ...**
 - 4 with seamless/barrier free/easy access ...**
 - 5 to the world's information sources.**
-

An unedited version of the ideas generated in the Group session on developing this Mission Statement appears in Appendix 2.

5. Vision

After one team and two plenary sessions, the Workshop agreed that the following draft Vision Statement is a good starting point for wider discussion and refinement.

Preliminary Nova Scotia Library VISION Statement

The Nova Scotia Library provides seamless, barrier free access to creative, recreational and learning opportunities for all Nova Scotians.

Across the province, it offers a suite of powerful services supported by a cooperative service-delivery infrastructure.

The NSL is used, valued and sustainably resourced. All member organizations are enthusiastic participants.

As a result, we are recognized for our essential contribution to the social, cultural and economic well-being of Nova Scotia.

Appendix 3 contains the materials generated in the Team Vision-ing exercise.

6. Directions and Action Plans

With a commonly held new Vision and a deeper sense of Mission, the session turned its attention to identifying the major directions needed to achieving the Vision.

The Workshop identified five Directions and agreed that they dealt with the “gaps” implied in the draft Vision Statement, and that there was a good understanding of each Direction:

Preliminary Nova Scotia Library DIRECTIONS

- 1. Create the suite of services**
 - 2. Secure the sustainable resources**
 - 3. Establish a presence**
 - 4. Establish the organization**
 - 5. Establish Seamless, Barrier Free Access**
-

Once again, although the list of directions was generally considered satisfactory to those in attendance, there was agreement that it could benefit from further discussion.

With these directions in hand, the Groups were reconvened and asked to develop high level action plans for each direction. The instructions were to identify, for each direction:

What OBJECTIVE(S) should be achieved in 3-5 years in pursuing this direction?

What are the MAJOR INITIATIVES (5-7) needed to pursue this objective?

The results of this exercise constitute the elements a preliminary high level work plan for establishing the Nova Scotia Library and bringing it to a well functioning operation over a 3-5 year period. This work appears in Appendix 4.

7. Critical Success Factors

While Critical Success Factors (those factors key and critical to the early establishment of a Nova Scotia Library) were not identified separately, the challenges outlined in Section 3 should serve as a check list of what has to be monitored so that implementation can be successful.

Preliminary list of Critical Success Factors (Challenges)

- 1. Appropriate participation – process, decision-making, planning**
 - 2. Building relationships (respect and trust) and skills**
 - Group process and team building
 - Negotiation/Facilitation/Conflict resolution
 - Ability to anticipate issues/Change management
 - 3. Creating Value**
 - Financial
 - Service enhancement
 - Increased capacity/Larger sphere of influence
 - Enhanced reputation/Learning
 - 4. Accountability**
 - Being answerable to a larger constituency demands greater accountability
 - Effective partners have high expectations of each other.
 - Openness and transparency
-

8. Next Steps

The Workshop concluded with a discussion of the major steps which will be undertaken over the next two to three months to continue to pursue the Vision effectively. Four critical steps were identified:

1. Frank Schwartz will produce a report of the meeting
2. The current *ad hoc* Steering Committee (Bourne-Tyson/Evans/Maes) will distribute it, receive comments and issue it.
3. A Nova Scotia Library Steering Committee will be established
4. The Steering Committee will work simultaneously on two fronts:
 - short term projects with high impact potential; and
 - longer term organizational development through the development of a governance approach and the preparation of a business plan.

It was noted that there will be several further opportunities for input by Workshop attendees and by key stakeholders.

Appendix 1: Workshop Materials

Workshop Agenda

List of Attendees

Team Membership

Nova Scotia Library Initiative Direction Setting Workshop

Wednesday, June 6, 2007; 08:30-16:00

Provincial Library Offices, 3770 Kempt Road, Classroom (2nd floor)

Agenda

8:30 – 9:00		Coffee, Tea, Muffins ...	
9:00 – 9:15	1	Welcome, Introductions, Objectives	Jennifer Evans, Provincial Librarian Bill Maes, University Librarian, Dalhousie Frank Schwartz, Facilitator
9:15 – 9:30	2	Overview of the current system/how we got here	A description of the library situation in NS and the initiatives leading to this meeting
9:30 – 10:00	3	An Environmental Scan	A description of current NS library initiatives/ Impressions collected by the Facilitator
10:00 – 10:45	4	Establishing a Mission I (Groups)	A brainstorming session, in groups, for identifying the principal reasons for establishing an Nova Scotia Library
10:45 – 11:15	5	Establishing a Mission II	Reports from the groups on their deliberations
11:15 – 12:00	6	Setting Our Vision I (Groups)	A brainstorming session, in groups, for generating ideas about what the NS Library might be like in 3-5 years
12:00 – 12:15	7	Setting Our Vision II	Reports from the groups on their deliberations
1:00 – 1:15	8	Setting Our Vision III	The review of an attempt to integrate all the groups' presentations
1:15 – 1:45	9	Establishing Directions	Identifying the principal initiative areas
1:45 – 2:30	10	Developing Action Plans I (Groups)	Identifying, in groups, some key tasks for pursuing each initiative
2:30 – 3:00	11	Developing Action Plans II	Reports from the groups on their deliberations
3:00 – 3:45	12	Next Steps	Listing the key steps in pursuing the Vision through the initiatives
3:45 – 4:00	13	Summary and Wrap-Up	

List of Attendees

Trudy Amirault, Western Counties Regional Library
Janice Boudreau, Universite St Anne
Donna Bourne-Tyson, Mount Saint Vincent University
Cathy Chisholm, Cape Breton University
Janet Clark, South Shore Regional Library
Michael Colborne, Nova Scotia Provincial Library
Marged Dewar, Nova Scotia Provincial Library
Jennifer Evans, Nova Scotia Provincial Library
Judith Hare, Halifax Public Libraries
Madeleine Lefebvre, Saint Mary's University
Ilga Leja, Nova Scotia College of Art & Design
Faye MacDougall, Cape Breton Regional Library
Bill Maes, Dalhousie University
Petra Mauerhoff, Eastern Counties Regional Library
Margaret Murphy, Legislative Library
Francis Newman, Cumberland Regional Library
Victoria Sigurdson, Nova Scotia College of Art & Design
Eric Stackhouse, Pictou Antigonish Regional Library
Joyce Thomson, Atlantic School of Theology
David Witherly, Annapolis Valley Regional Library
Lois Yorke, Nova Scotia Achives

Appendix 2: Establishing a Mission

Group 1

The Nova Scotia Library exists to:

- to provide information to empower Nova Scotians in their social and economic endeavors
- barrier-free access to information and library services needed to build strong Nova Scotia communities
- to offer enhanced information services to citizens of Nova Scotia.
- equitable (equal) access to knowledge for all Nova Scotia citizens
- ensure all Nova Scotians, regardless of provincial location, education, abilities or cultural origin, benefit from equal access to the province's library and information resources
- in all formats: digital, print and otherwise principal service
- to provide....when and where needed
- to contribute to social & economic development of the province
- building on long tradition of cooperation among Nova Scotia libraries
- "growing global citizens in Nova Scotia" and sustainable, knowledge-based communities

Principal Services:

- licensing and providing access to e-resources
- advocacy for place of libraries within Nova Scotia communities
- one card access to all libraries
- digitizing Nova Scotia's heritage
- "barrier-free borrowing"
- sharing expertise across types of libraries
- cooperative collections and services
- free ILL document delivery
- virtual research assistance
- "port of entry" to the world's information
- joint investing in library technology
- provide array of resources, digital, print and otherwise
- format agnostic collection development (for all formats)

Keywords:

- empowers
- barrier-free access to knowledge
- to empower all Nova Scotians
- for the social and economic development of the province
- to maximize
- through a tradition of cooperation to become global citizens
- sustainable knowledge-based communities
- build

To maximize barrier-free access to knowledge to empower all Nova Scotians to become global citizens and build sustainable knowledge-based communities

Group 2

The Nova Scotia Library exists to:

- provide services that support equitable access to information for all Nova Scotians
- provide all Nova Scotians with equitable access to timely accurate comprehensive information in whatever formats they require
- ensure that all Nova Scotians have equitable, barrier-free access to life-long learning opportunities and information and reading materials in the latest formats
- ensure equitable access to print and electronics resources for all Nova Scotians
- promote cooperation between various types of libraries, maximizing resources promoting services
- provides a collaborative structure for all types of libraries for purpose of supporting Nova Scotia communities and individuals

Principal Services:

- 24/7 access to the province's information resources
- inter-library loan (free)
- direct access to the collections of Nova Scotia libraries
- equitable access to commercial database (province-wide)
- access to reference service, including virtual reference
- expert staff to guide/support/assist the public in accessing/using library resources
- access to Nova Scotia culture/heritage resources
- preservation of Nova Scotia heritage resources
- creation of Nova Scotia content
- access to digital content
- equal access to resources - both recreational and informational
- barrier-free access to library resources no matter where you live in Nova Scotia
- increasing efficiency by maximizing resources and minimizing duplication of service
- dynamic, interactive service to the community
- increase visibility of libraries through service to communities
- advocacy for libraries

Group 3

The Nova Scotia Library exists to:

- Nova Scotians
- barrier-free access
- pool resources and expertise of all libraries
- access
- "materials" "resources" "information"
- support future of province
- Broadband
- consistent
- geographically neutral
- equitable
- should network of resources and services
- lifelong learning
- discerning information seekers
- awareness
- enabling people of fulfill potential

- public information network
- community health and development
- healthy communities
- vibrant
- thriving

Provide Nova Scotians with equitable barrier-free access to a shared network of resources and services to build healthy thriving communities

- shared access to collections
- expertise available - knowledge navigation
- distributed service delivery
- information literacy
- delivery of resources in any format
- assistance in IDing and rising resources
- education and awareness of resources for public and ourselves
- virtual reference
- cooperative negotiation for electronic product purchases

Group 4

Nova Scotia Libraries exists to:

- provide expanded learning
- through cooperation and leadership the Nova Scotia library exists to provide expanded access to the collective information resources of the libraries in the province to all Nova Scotians
- opportunities to support and format lifelong learning
- provide the population of Nova Scotia with digital information at all levels
- provide Nova Scotians with simple, seamless access to high quality information services to benefit their life work and study
- facilitate an information network for all Nova Scotians

Through cooperation and leadership the Nova Scotia libraries exists to provide all Nova Scotians with expanded learning opportunities, through access to collective information, resources and services

Principal Services:

- seamless access to print and digital resources
- fast document delivery
- single search
- cooperative project development (service, technology, purchasing)
- one-stop, one-card for all library needs
- free service
- province-wide shared electronic text delivery
- staff development
- multilingual
- sharing of staff expertise / broad-based consultation services

Appendix 3: Setting our Vision

A Vision Statement sets out a vibrant and compelling image of what an organization wants to be. It should reflect its spirit and its intentions. A Vision is positive, proactive, alive, and pertains to the future. It is flexible and dynamic. Accordingly, we focused first on developing the “spirit” of the Vision and then on drafting its content.

Group 1

The Nova Scotia Library

- will be the recognized port or entry where all Nova Scotians will go first to access the world’s knowledge and information themselves
- recognizable
- truly collaborative
- composed of members from all Nova Scotia libraries (of all types)
- one card
- will be the seamless under pinning that allows all Nova Scotians access to information they need whenever and wherever they need it
- acknowledged as an organization that adds value
- contribute to Nova Scotia’s sustainable social and economic development (demonstrated link)
- advocacy and PR campaign in place with visual identity / branding
- sustainable funding
- business plan
- suite of e-resources available
- network of electronic and print resources jointly purchased and managed
- plan for digitization of heritage resources in place
- all Nova Scotians will have a free Nova Scotia library card
- will have a business plan and own infrastructure with sustainable funding
- suite of e-resources available
- heritage digitization initiative underway
- advocacy and PR campaign has created recognizable identity as the port of entry to the world’s knowledge

Group 2

- provides a framework for interactive cooperation among all Nova Scotia libraries
- is recognized as a productive library presence across the province for its powerful services
- collaborative system to promote “one search”
- be the 1st place for Nova Scotians to look for information resources
- strategy developed for collaborative projects
- free interlibrary loans - document delivery province wide
- attract other information agencies / stakeholders to take part in the Nova Scotia library
- made ourselves visible to funders and successfully attract funding
- a bundle of high quality electronic resources to be available to all Nova Scotians
- “one card”
- dynamic, collaborative network provides Nova Scotians barrier-free access to the world of

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information media, supports all Nova Scotia libraries in their endeavors ; to provide expert services and access to all Nova Scotians

- a model of collaboration of resources that has eliminated boundaries and provides open access to the world's resources
- dynamic collaborative network that provides Nova Scotians barrier-free access to the world of information media
- "single gateway" for Nova Scotians to get information, licensed Nova Scotia content and bundle of free high quality electronic data bases
- be the 1st place for Nova Scotians to look for information resources and services.

Group 3

What do we want the Nova Scotia Library to look like in 3 5 years?

- one library card
- BFA for all
- in your home / wherever
- in 3 - 5 years Nova Scotia Libraries will be established as a welcoming network of public spaces both virtual and real offering shared resources and expertise. It will be recognized for its creative, recreational scholarly leadership in providing opportunities to all
- shared support services
 - delivery
 - technical services
 - staff development
- one ILS
- (subject expertise)
- resource sharing
- participate nationally in manners relating to the Nova Scotia Library
- money?

In 3 - 5 years Nova Scotia Library will be established as a welcoming network of public spaces, both physical and virtual, offering shared resources and expertise.

It will be recognized for its leadership in providing creative, recreational, and scholarly opportunities to all Nova Scotians.

Group 4

- has support of member libraries
- admired by others (awards, etc)
- how did we get along without
- libraries are the first place people think of when seeking information
- Nova Scotia libraries are employers of choice
- contributes to stemming tide of out-migration (connects and informs)
- Nova Scotia is a better place to live because of Nova Scotia libraries
- brand recognition
- in 3 - 5 years machinery will be invisible to the end user

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- a united voice
- transforms the community
- efficient delivery
- libraries are valued, used and financially supported
- a mature recognizable entity
- one card access to all members libraries
- a well resourced government endorsed service org. that is widely recognized as a crucial enabler of the social, cultural, economic well -being of Nova Scotia citizens
- a leader in Canada and the world with reference to purchase and access of knowledge based resources and services
- in 3 - 5 years the Nova Scotia library (mechanisms) will be invisible to the end-user. (convenience, delivery, etc)
- Government supports, values and invests in the Nova Scotia library
- the Nova Scotia library brand represents quality service
- Nova Scotia library is recognized as a contributor to the social, cultural and economic life of the province
- a united voice

Appendix 4: Developing Action Plans

Group 1

Suite of Services

- Nova Scotia heritage digitization project
- Est. / define what core services should be
- identify and license core e-resources
- virtual reference
- unmediated document delivery
- single portal / federated search

Seamless / BFA

- define
 - one card
 - no fees
- policy review (policies)
 - one card
 - III / DD
- single search / virtual union catalogue

Slogans

- all for one, one for all
- growing global citizens
- power of many, value of one
- one place to look
- port of entry
- contest?

Group 2

Direction get

Sustainable resources

- 3 main areas - technical infrastructure
 - human
 - financial
- technical
 - province-wide HS connectivity
 - authentication for 1 card access
 - negotiating licenses for electronic resources
- human resources
 - training
 - continuing ed

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- financial
 - identify costs
 - stakeholders commitment (e.g. university administration, library boards)
 - buy in from government (3 levels) \$\$\$

Outcome for Sustainable Resources

- Nova Scotia library is an established network which has built member capacity to deliver enhanced services to Nova Scotians

Direction: seamless & BFA access

Objective: achieve easy access for all kinds of users

Initiatives:

- one card
- single point access / gateway / portal
- usability research / studies
- hosting
- branding and promotion
- training
- accessible on-call help and support (e.g. 1-800 + context-sensitive help screens)

Outcome:

- 1st place Nova Scotians go for information

Group 3

Establish a Presence

- have buy-in from all members (government bodies and staff)

Branding

- log design
- key messages
- find champions (celebrities? - within department)
- define our audiences
- identify and accomplish short- term success
- individual identity of organizations has to be retained, emphasize membership in Nova Scotia library
- promote presence @ conferences/events (sponsoring?)

Establishing BFA

Identify Barriers

- fee for Novanet card
- lack of broadband
- fines
- physical barriers - accessibility audit?
- technical barriers - bandwidth? equipment? \$?

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- learning disabilities - education
- geographic barriers - BBM / transportation / delivery system
- licensing restrictions - negotiable

Nova Scotia Library can do something about it.

Group 4

Initiatives

- terms of reference
- membership structure and procedures
- finalize and endorse mission statement
- establish buy-in from governing bodies
- chain of Novanet and provincial library draft an invitation to prospective members
- achieve consensus re priorities
- development business plan and year 1 objectives
- establish working groups to achieve year 1 objectives
- consider staffing needs and impacts and funding needs
- form working groups to finalize mission/vision
- invitation from chair, Novanet and Nova Scotia Provincial Library to prospective member institutions
- meeting of prospective members to establish terms of reference, membership, procedures, fees, etc.
- establish priorities
- develop business plan and year 1 objectives, financial and staffing requirements
- approval and commitment from governing bodies

Seamless / BFA

- language considerations
- marketing / communications plan
- identify barriers
 - survey of practices and policies
- identifying unique resources
- no fee, one card
- shared licensing, communications plan
- options for searching and linking libraries and delivery
- define "ACCESS" to what and where
- workplace / pilot project

Appendix C:
Jurisdictional Review

REPRESENTATIVE LIBRARY / INFORMATION CONSORTIA IN CANADA

THE ALBERTA LIBRARY (TAL)

Web Site

<http://www.thealbertalibrary.ab.ca/>

Members

TAL's membership includes public, university, college, technical institute and special libraries.

Mission / Objectives

The primary objectives of TAL are:

- to create a province-wide multi-type library consortium based upon principles of barrier free access to member resources;
- to initiate an information service infrastructure;
- to facilitate and enhance the education, training and development of the stakeholders;
- to advocate, as a single voice, on behalf of all Albertans for the support and resources to provide the library and information resources that meet their needs;
- to facilitate and enhance communication and coordination among members of the Library community in Alberta and the public;
- to acquire, lease, own, etc., information technology, telecommunications technology or software
- to support and subscribe to any charitable or public institution or undertaking which may further the objectives of TAL;
- to enter into partnership or any arrangement for cooperation, joint adventure, or otherwise that will benefit TAL;
- to contract with others for the provision of products and services
- to publish, distribute and deal in all media sources of every kind;
- to engage in any activities or operations which are beneficial to TAL

Programs and Projects

Library Renewed: an integrated marketing communications campaign undertaken by APLEN on behalf of Alberta Public Libraries.

ALPEN, The Alberta Public Library Electronic Network: coordinating the development and growth of an electronic library network and a single point of entry to information and

resources for Albertans; facilitating opportunities for the development of content on the network

Ask a Question Service: collaborative virtual reference service administered by The Alberta Library

Lois Hole Campus Alberta Digital Library: will provide participating post-secondary institutions in Alberta with digital information resources for teaching, learning and research.

The Online Reference Centre: provides a unique collection of online reference and information resources in both English and French for Alberta students, teachers and parents.

SASKATCHEWAN LIBRARIES / MULTITYPE LIBRARY BOARD

Web Site

<http://www.lib.sk.ca/staff/multitype/>

Members

A representative from the public libraries, school libraries, post-secondary libraries, special libraries, the Provincial Librarian, Saskatchewan Library Trustees' Association, and the Saskatchewan School Trustees' Association

Mission / Objectives

Mission:

Libraries in Saskatchewan will work together to maintain and enhance a co-operative interdependent information network which will ensure a consistent and high quality of information service through a multitype library system.

Strategic Directions:

- Develop the multitype system Strengthen partners by developing co-operative strategies to address emerging issues. Nurture and build relationships.
- Implement the multitype library system. Expand access to content, including digitized information; broaden multitype partnerships; and, build capacity of the partners.
- Connect libraries of all types to provide equitable access to and delivery of information. Broaden the focus to include the way information is developed, organized and presented to the people of Saskatchewan.

- Promote participation in the multitype library system. Promote an image of multitype partners that illustrates their changing and central role in access to information.

The Multitype Library Board was established under The [*Libraries Co-operation Act*](#) to facilitate the cooperative development of the multitype library system in Saskatchewan. It provides a forum for appointed representatives of all library sectors in Saskatchewan to meet and discuss ways in which libraries can cooperate to share resources and services.

A key role in promoting the multitype library system is played by the Provincial Library. For the purposes of supporting the multitype library system, the Provincial Library, in consultation with the board may:

- provide research and planning services to the board, libraries, library systems and information providers;
- establish policy and procedures for the multitype library system;
- work with potential participants in the multitype library system;
- collect data and develop a database of multitype library service information;
- develop a province-wide electronic library network;
- facilitate co-operation in providing library services;
- establish protocols and standards for operation of the multitype library system;
- work with the libraries and library systems to assure access to collections of significance in Saskatchewan;
- act as a central agency to receive multitype library system funds and to disburse the funds;
- with the approval of the minister, provide financial planning assistance to the board;
- co-ordinate and facilitate training opportunities;
- provide communication and public awareness services for the development of the multitype library system; and
- facilitate access to government by developing information by, for and about the government of Saskatchewan on electronic information networks.

Programs and Projects

- Digitization in Saskatchewan and Critical Issues in its Continuing Development
- Survey of Digitization Activities in Saskatchewan
- Digital Training Project: the goal of the project is to introduce basic computer skills to identified members of the community who are at risk of being caught in the digital divide
- Multitype Database Licensing Program: a province-wide program in which libraries pool funds to purchase access to electronic information resources - magazines, journals, newspapers and other information resources accessed via the Internet

- Partnerships for Community Learning Resources Grant Program: Saskatchewan Learning created a fund in the amount of \$300,000 per year for three years, to which a school division and a public library system could jointly apply for project funding
- Gateway Committee: the ten public libraries and the Provincial Library coordinated a purchase of a Z39.50 Gateway to provide online access to all public library holdings in Saskatchewan.

THE BRITISH COLUMBIA ELECTRONIC LIBRARY NETWORK (BC ELN)

Members

The British Columbia Electronic Library Network (BC ELN) is a partnership between the Province of British Columbia and its publicly-funded post-secondary libraries.

Web Site

<http://www.eln.bc.ca/>

Mission / Objectives

BC ELN's purpose is to develop, promote and maintain system-wide mechanisms that allow post-secondary libraries to meet the expanding information needs of the province's learners and researchers, at the lowest possible cost.

Programs and Projects

The British Columbia Electronic Library Network:

- negotiates affordable site licensing and consortium discounts on electronic information resources for partner libraries Databases licensed by BC ELN include research from thousands of journals, magazines, newspapers and government reports
- coordinates the production of 3 union databases representing the combined collections of over 90 public and post-secondary libraries in British Columbia.
- coordinates software and staffing for the Askaway provincial post-secondary virtual reference service

MANITOBA LIBRARY CONSORTIUM INC.

Members

Any library system or library in Manitoba which actively supports the purposes of the Consortium may become a member of the Consortium.

Web Site

<http://www.mlcinc.mb.ca/>

Mission / Objectives

The Manitoba Library Consortium Inc. exists:

- To provide library clients with the benefits of projects which are designed to provide fast and efficient access to the province's library/information resources
- To participate in the planning, organization and management of cooperative projects
- To demonstrate to the public and to provincial and municipal officials that the librarians and libraries of Manitoba can provide a leadership role in building a public information network which contributes to the long-term economic goals of the community

Programs and Projects

The Consortium currently operates **LIBRARY EXPRESS**, a priority interlibrary loan and daily courier service among participating libraries; promotes the exchange of information and expertise related to preservation; created a Manitoba Union List of Serials and investigates partnerships and facilitates opportunities for resource sharing activities.

KNOWLEDGE ONTARIO

Members

All public, university, college, school boards, are automatically members. Other members include archives, museums, agency libraries.

Associate members: Library associations, consortia representing institutional members, other associations. Representative groups of stakeholders interested in Knowledge Ontario.

Web Site

<http://knowledgeontario.ca/>

Mission / Objectives

Mission:

Knowledge Ontario will provide Ontarians with the digital tools they need to build stronger, healthier communities.

Goals:

- Establish equity of access to digital information resources
- Facilitate a stronger collaborative library system for Ontario
- Support growth of Ontario's knowledge economy
- Empower a community of life-long learners

Objectives:

- Maximizing a common base of digital resources freely available to all
- Creating transformational access to local, provincial and national culture and heritage resources
- Helping to develop a more competitive Ontario with an innovative edge
- Enabling a stronger, more integrated and effective library system in Ontario
- Offering students and teachers access to curriculum support and enrichment materials
- Building a better knowledge economy

Programs and Projects:

Ask Ontario: enables real time, online personal assistance by librarians and subject specialists.

OurOntario.ca: Creates a unique place to search, discover, access and interact with Ontario's digital cultural heritage. Provides web-based tools enabling the creation and management of digital resources at the local level.

Resource Ontario: Delivers electronic resources and materials that go far beyond what's available on the open Internet; offers online licensed databases, including full-text of newspapers, magazines and books to all Ontarians free of charge; allows small and large, rural and urban, public, school, college, university and government libraries to provide equal access to valuable electronic resources.

Connect Ontario: Creates a multi-level digital space for Ontarians to connect and interact.

Teach Ontario: Assists Ontarians in building their digital literacy and thinking skills.; Provides online modules to help students, teachers, individuals and business find, evaluate and use digital information.

Video Ontario: Delivers fast, reliable access to content in streaming video format.

Appendix D:

Department of Education SWOT/PEST Analysis

SWOT/PEST Analysis Nova Scotia Library

January 25

Introduction

SWOT is an analysis of the strengths, weaknesses, opportunities and threats that will impact strategy and direction of the Nova Scotia Library initiative.

PEST is an analysis of the political, economic, social and technological factors that will impact the external market for the Nova Scotia Library initiative.

Current situation

The Nova Scotia Library steering committee, co-chaired by Jennifer Evans, Provincial Librarian and Donna Bourne Tyson, Novanet Chair, is leading development of projects and direction for the Nova Scotia Library.

Key initiatives include: one card, licensing of electronic databases and continuing education for all library staff.

At present, the steering committee is interested in developing a communication plan for the Nova Scotia Library in order to raise the profile of the initiative and to inform the Department of Education of the possibilities that emerge with this historic collaboration.

Background

Public, university and community college library leaders met at the Nova Scotia Provincial Library in June 2007 to develop the vision and mission of the Nova Scotia Library, an historic, collaborative initiative undertaken amongst all public, college and academic libraries in Nova Scotia.

The mission of the Nova Scotia Library is to contribute to the development of sustainable communities in Nova Scotia through providing all Nova Scotians with seamless, barrier-free access to the world's information sources.

The vision of the Nova Scotia Library is to provide seamless, barrier-free access to creative, learning and recreational opportunities for all Nova Scotians.

The Nova Scotia Library initiative has been endorsed by all nine regional public library boards and the 10 post-secondary libraries which are members of Novanet and by the two non-Novanet libraries at Acadia University and Université Sainte-Anne.

Novanet is a consortium of academic libraries working cooperatively to enhance access

to information and knowledge for the benefit of their user communities. Core activities include: maintaining an integrated library management system including a single bibliographic database of member libraries' holdings; developing innovative approaches to resource sharing; facilitating co-operative collections development among member libraries in conjunction with academic program planning; providing shared services such as virtual reference; and cooperative technology planning.

Established in 1988, Novanet currently consists of these institutions: Atlantic School of Theology, Cape Breton University, Dalhousie University, University of Kings College, Nova Scotia College of Art and Design University, Mount Saint Vincent University, Nova Scotia Agricultural College, Nova Scotia Community College, Saint Francis Xavier University, and Saint Mary's University. It serves over 44,000 full-time equivalent post-secondary students.

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

Strengths

- Discussions are positive about the viability of the agreement. University , college and public libraries have both indicated they are interested in supporting a consortium.
- Clearly defined mission and vision statements and governance model.
- Nova Scotia Library is modeled after a format that's been proven to work in other jurisdictions, including Alberta, Saskatchewan, Manitoba and Ontario.
- Nova Scotia's libraries have grown a culture of working together and sharing resources. Examples of this include the NovaNet system and the ILS for public libraries.
- The Atlantic premiers have signed on to support movements that will improve our region's literacy skills. Literacy was raised under the theme of Demographics and Educational Attainment. Premiers and ministers agreed that strategic action to promote and improve literacy within the region was essential. Premiers signed the Resolution Concerning Literacy, which, among other things, endorsed the efforts of the Council of Atlantic Ministers of Education and Training to host an Atlantic forum on literacy in April in Saint John, N.B.
- Nova Scotia's government has defined education as a priority. Education is seen as critical in order for the province to compete and grow. It has the second largest budget.
- Opportunity to continue to be a forum for lifelong learning, supporting the needs of Nova Scotians through pre-school, school, university and beyond formal education – from “cradle to grave.”
- Capacity building for staff training and increased expertise.

Weaknesses

- It is unclear what role Nova Scotia's public school libraries will play with Nova Scotia Library. No one involved in this initiative is representing the interests of public school libraries yet. Jurisdiction and staffing lies with the school boards. Must be part of “unified vision” for success.
- Political and public perception that there could be duplication of products and services.
- Our ability to communicate, market and promote services. During the public

consultations, we heard from the public of many ways that library services could be enhanced, services we already provide, or users were not fully aware of the services already offered.

- Undefined funding needs required to start and run Nova Scotia Library.
- University and public library budgets are not receiving increases.
- Government funding for universities is lower in Nova Scotia than other jurisdictions.

Opportunities

- Revitalizing and expanding in-person and online services, journal databases, e-books, downloadable audiobooks and streaming video for Nova Scotia's library users. Marketing of "one card" concept for all types of library resources and services to Nova Scotians.
- Financial savings with group licensing with databases. Less duplication of resources.
- Moving beyond Nova Scotia to all Atlantic Canada.
- Alliance with NovaKnowledge, Council of Atlantic University Libraries and other members of the knowledge sector (as part of three year plan).
- Tie marketing of One Card into other key library products, such as wireless Internet access.
- Fresh or viral marketing campaign to promote One Card on launch will make an impact with Nova Scotians and help them understand what their libraries are doing and how they will benefit from service enhancements. "Libraries are no longer the best-kept secret in Nova Scotia" is one possible angle.

Threats

- Withdrawal of critical partners could de-rail or de-value the Nova Scotia Library initiative.
- Lack of support from university and college or government administration or public library associations.
- Some concern from university and college libraries over paying for resources used by all. Impact on collections and computer use.

PEST Analysis (Political, Economic, Social, Technological)

Definition of market... P-12 student, university and college students, seniors, all Nova Scotians, etc... continuing education, business education and professional development.

Political

- More than one third of Nova Scotians are active public library users. Concerns over a perceived crisis in public libraries lead to Nova Scotians getting organized through letter writing campaigns. MLAs aware that library services are valued by Nova Scotians. Nova Scotia Library would be seen as a natural improvement to services.
- The consortium approach is a political movement in librarianship.

Economic

- Nova Scotians would respond favourably to the notion that sharing resources will save money. 40% of university and college funding comes from Department of Education. Nova Scotians should expect that if all libraries are funded by the same source, that they should have access to all the services.

Social

- Online library usage is up among Nova Scotians. Libraries are seen as safe public space, both real and virtual.
- Nova Scotia has an aging population. Demands are up for programs for seniors.
- Libraries encourage a literate population. Population also learning to become "information literate."
- Nova Scotia has an innovative culture. Libraries provide access to research materials and academic knowledge critical to the success of this province.

Technological

- Every Nova Scotian will have broadband Internet access by the end of 2009. More interaction online can be expected to take place as more Nova Scotians get connected.