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A Strategic Plan
for the Implementation of
a Multitype Library System
in Saskatchewan

The Minister's Multitype Library Development Advisory Committee

Table of Contents
Part II Multitype Library System Workbook

Saskatchewan Libraries
Saskatchewan Provincial Library
Government of Saskatchewan

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TABLE OF CONTENTS

INTRODUCTION

History
The Minister's Multitype Library Development Advisory Committee

THE PARTNERS

Public Libraries
School Libraries
Post-secondary Libraries
Special Libraries
Provincial Library
Other Information Providers

ENVIRONMENT

The Way Forward

VISION

MISSION

VALUES AND PRINCIPLES

GOALS AND OBJECTIVES

STRATEGIES

FUNDING PRINCIPLES

BIBLIOGRAPHY
INTRODUCTION

This document provides an overview of the strategic plan to develop a multitype library system for Saskatchewan and answers the questions:

- What is the multitype library system all about?
- Why does the library community believe this to be an answer to pressing library issues?

Development of the multitype library system begins with the concept of establishing partnerships among the four library sectors in the province -- post-secondary, public, school and special libraries. A multitype library system is a cooperative system in which any two or more types of libraries participate to deliver library services. The Provincial Library will also be one of the partners and the partnership may be extended to include other information providers in any community.

Part I of the strategic plan outlines the course for future development of libraries in Saskatchewan. The Minister's Multitype Library Development Advisory Committee hopes that this document will be circulated widely among all the potential partners, stakeholder groups and the broader community.

Part II is structured as a workbook and contains the detailed implementation plan. It is intended as a working document for libraries and other partners to use as they build their part of the multitype library system.

The building of a multitype library system in Saskatchewan will occur when libraries in a community choose to work together more closely for their mutual benefit. The advisory committee believes that libraries will make this choice because it will be to their advantage to do so.

"Based on the principle that access to information is the democratic right of every citizen, the libraries of Saskatchewan will work together to maintain and enhance a cooperative interdependent information network which will ensure a consistent and high quality of information service for all citizens of the province."

Independent But Together, 1992

This vision for a multitype library system in Saskatchewan led to the formation of a Minister's Multitype Library Development Advisory Committee. Committee members worked for 18 months developing the strategic plan to implement the system.

One of the most significant activities was to hammer out a definition of the multitype library
system and to consult with the various library communities through their representatives on the Minister's Multitype Library Development Advisory Committee. The definition was arrived at by consensus.

**DEFINITION**

*A multitype library system is a network of working relationships, between any combination of autonomous libraries and information providers, established to share services and resources for mutual benefits.*

The purpose of the multitype library system is to support communities in their access to affordable, quality information services.

- Community means a community of interest as well as a geographic area.
- The nature of the network of working relationships is to facilitate sharing across jurisdictional, institutional and political boundaries.
- Working relationships may include formal and informal agreements, protocols, services, funding, standards and structures.

**History**

In 1967 the Library Inquiry Committee, which created the structure of the current public library system, recognized the benefits of cooperation.

"It is heartening to the Library Inquiry committee to learn during its hearings that all the people of Saskatchewan appeared ready and willing to cooperate, one library with the other, one system with the other, in providing adequate library service. They were aware, almost without dissent, that they now must think in terms of a 'library system' and not in terms of an individual library or regional library. Cooperation among university, school, and public libraries leads to increased services for all segments of the population."

Since 1967 public library services have developed in a cooperative structure, but there has not been significant progress in creating province-wide cooperation among all types of libraries.

In an effort to find solutions to both long-standing and current problems, the library community held the Echo Valley Library Forum in 1988. Representatives from each library sector, as well as stakeholder groups came together to discuss the future of all types of libraries in Saskatchewan. The forum renewed the call for increased, more effective and formalized cooperation among all types of libraries.

A subsequent vision action committee, consulted with potential partners and stakeholders and developed the 1990 vision into a plan. *Independent But Together: A Vision for a Province-wide Multitype Library System* was published in 1992 as a result of these consultations.

The Multitype Library Development Advisory Committee was struck by the Minister in response to one of the recommendations in this report.

**The Minister's Multitype Library Development Advisory Committee**

The Minister's Multitype Library Development Advisory Committee was appointed by the Minister of Municipal Government, in April 1994. The committee was asked to develop a strategic plan for the implementation of a multitype library system for the province of Saskatchewan and to provide a mechanism to communicate multitype library development strategies to member organizations, stakeholders and the broader community.

The committee included representatives from each of the four library sectors -- post-secondary, public, school, and special -- and other decision makers including library trustees, school trustees, local government (SUMA and SARM) and the provincial government.

At its first meeting, the committee determined all decisions would be made by consensus. Members recognized that because all partners operate autonomously in the multitype framework, each partner is of equal importance and no one can be left out. Therefore, it was important for their representatives on the committee to be in agreement with all final decisions.

One of the most significant aspects of the committee's work was the redefinition of traditional working relationships. Members were familiar with the democratic decision-making model used by most boards. Adapting to a consensus decision-making model involved learning new ways of working together, a time-consuming task in the early stages. Once this hurdle was overcome, the committee developed a high level of agreement and was able to move quickly towards completing the strategic plan. Members believe this process should be repeated in communities across the province, as each cooperative multitype library structure is created.

The committee also recognized one of the reasons for the previous vision committee's success was the extensive consultation work done with the community. It determined that a critical role for each committee member would be communicating with constituents about the discussions at the multitype table. This communication was -- and will continue to be -- necessary in building support for the multitype library system and in facilitating consensus decision-making at all levels.

Summaries of the committee's meetings have been distributed by the committee on a regular basis. Comment has been encouraged to ensure all constituents' views reached the table. To ensure continuation of communication with partners, stakeholders and target groups, the strategic plan contains a number of specific communications strategies.
THE PARTNERS

The partners in the multitype library system include the public, school, post-secondary, and special library sectors. As well, the Provincial Library, which has traditionally played a unique role in Saskatchewan libraries, will continue to be a key partner. Other information providers in the community, such as rural service centres and business resource centres, will complete the picture of a multitype library system.

Each of the library partners will have different roles, mandates and client groups which they serve. They will vary in size and structure from one-person libraries to large institutions with many staff, working in a number of departments. Partner libraries may have many locations or branches or operate from a single site. Each library partner will answer to its own governing body, whether that is a library board, a school board, a board of governors, the principal of a school or the president of a company. Facilities, resources and functions will also change with these different mandates and organizational structures. It is important to understand the nature of the differences as well as similarities in order to cooperate more effectively.

Recently, Provincial Library has taken an active role in developing the multitype library system for Saskatchewan and has provided secretariat services to the Minister's Multitype Library Development Advisory Committee.

This report recommends that Provincial Library continue to play a major role in the development of the multitype library system for Saskatchewan. It has been assigned responsibility for implementing specific actions relating to the strategic plan.

Any combination of the partners may join together in a cooperative multitype arrangement.

Overview of the Multitype Library System

Public Libraries

The role and mandate of public libraries is to provide people of all ages with equitable access to informational, cultural, recreational, and educational materials and services. The public library system provides library service from over three hundred branch libraries in communities across Saskatchewan through seven regional library systems, a federated library system in the north, and two municipal libraries in the cities of Regina and Saskatoon. The Provincial Library is also a key component of the public library system.

Public libraries, organized under The Public Libraries Act, 1984, are autonomous and independent. They are managed by volunteer boards of trustees. Regional library boards are made up of representatives from each participating urban and rural municipality. In addition,
each branch library within the regional libraries has a local board that, in collaboration with the regional board, is responsible for the local library services. Municipalities sign agreements to form regional libraries. By pooling their funds and working together, municipalities are able to provide basic library services to their residents. Municipal participation is voluntary (webmaster's note). By serving a two-year notice, any municipality may withdraw from the regional library.

Regina and Saskatoon each operate municipal public library systems which are managed by city appointed boards. The Pahkisimon Nuye?àh Library System is a federation of libraries in northern Saskatchewan. Each northern community operates a single library which functions as the public, school, special and college library for the citizens of that community.

Funding for public libraries comes from two main sources -- municipal levies and provincial government grants.

School Libraries

"The role of the learning resource centre is to provide access to a wide variety of resources that are chosen to support the curriculum and meet the individual needs of staff and students. In addition the learning resource centre provides programs and services that ensure the effective use of those resources and thus improve the quality of education in schools".

*Directions: the final report, Minister's Advisory Committee, Curriculum and Instruction Review, Regina, 1984, p. 39*

Through these programs and services, school libraries play an integral role in the delivery of resource-based learning experiences by offering planned education programs that actively involve students in the use of a wide range of appropriate print, non-print and human resources.

There are about 1,670 schools and 113 school divisions in Saskatchewan. Many of the schools have enrolments of 200 or less and offer programs from kindergarten to grade 12. Each school has a learning resource centre or school library but the look and function of these differs widely. In some areas, school libraries are simply a collection of materials placed on shelving at the back of a classroom. In others, resources are contained within a converted classroom. In still others, school libraries are specifically designed with appropriate instructional, reading and shelving areas.

Because governance and funding of school libraries varies from school division to school division, so too does the staffing allocation. In some divisions, libraries are staffed by teacher librarians, who are certified teachers with a specialization or degree in library studies, as well as library technicians or library aides. In others, the library operation is overseen by a teacher or administrator as part of additional tasks assigned. The "look" of the school library and its
type and level of staffing affect the extent to which the resource-based programs can be supported.

Funding for the purchase of library resources or the collections also varies across the province. The division school board may allocate specific funding on a per pupil basis. In some cases, divisional school boards have determined that decentralized budgets, which allow each school to determine its own priorities, are most effective. In the latter case, decisions regarding the priority for library services would be a local rather than a divisional decision.

Post-secondary Libraries

The role and mandate of post-secondary libraries is to provide information and services which support the information needs of students, faculty, and staff of educational institutions, and to educate clients in the use of information resources.

Saskatchewan has many post-secondary libraries such as university libraries; SIAST libraries at four Institutes; the Norrep Library at La Ronge and St. Peter's Abbey and College Library at Muenster.

Governance of post-secondary libraries, at the highest level, is through the boards of governors or boards of directors of the institution. Libraries tend to be operating units within these institutions and, as such, obtain funding through the general budget of the institution.

The collections of post-secondary libraries in Saskatchewan are unique, with little overlap between the programs and collections at the various institutions. Collections, particularly at the universities, are print-dominated and thus more easily shared.

Special Libraries

The role and mandate of special libraries is to provide specialized information services for staff, students, or members of a parent agency. There are over seventy special libraries in Saskatchewan, including government, corporate and private libraries, with specialized collections and subject-knowledgeable staff. While special libraries tend to be concentrated in the cities of Saskatoon and Regina, they are also found in smaller communities, such as Humboldt, North Battleford and Swift Current.

Special libraries are usually attached to a parent organization or agency, like post-secondary libraries, their funding is linked to the budget priorities of the larger organization. This causes greater variation in funding levels and organizational arrangements and greater instability for the library. Special libraries are established, or actually cease to exist, with far more frequency than occurs in other sectors of the library community.

The resources and services of special libraries vary, reflecting the values, services and mandate of the parent funding body. In addition to offering traditional library services, special libraries offer value-added services such as research and report writing.

Provincial Library
The Public Libraries Act, 1984 mandates the Provincial Library to serve as a coordinating agency for public libraries, to coordinate and facilitate cooperation between public libraries and other libraries within and outside the province and to provide advisory, bibliographic and other services. In addition, Provincial Library administers the public library grants. This broad mandate has encouraged Provincial Library to support the development of a multitype library system.

Provincial Library is part of the Culture and Recreation Division of Saskatchewan Municipal Government. It is responsible to the Minister of Municipal Government and to Cabinet and is funded through the legislative process and general revenues of the Government of Saskatchewan.

Other Information Providers

The committee is encouraging libraries to seek out other information providers in their community. These may include organizations such as:

- museums and archives;
- government agencies and research centres such as Agriculture and Food's Rural Service Centres or Economic Development's business information services, and the Saskatchewan Research Council or Software Technology Centre;
- associations including freenets, the Genealogy Association, and others; individuals or organizations who provide information for a fee such as WBM, Statistics Canada, information consulting firms;
- or private individuals with information for free dissemination or sale.

Other information providers will have a variety of roles, mandates and client groups depending on their organizations. They will also bring a wide range of expertise and experiences to a partnership with libraries, which may make their contributions particularly valuable, especially in the area of use of information technology.

Funding and governance arrangements among other information providers will be as varied as the providers themselves. It may be necessary to negotiate cooperation on a case-by-case basis to make agreements that create mutual benefits and meet local needs.
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Overview of the Multitype Library System

Local branch libraries
Regina Public Library
Saskatoon Public Library
Provincial Library
Pahkisimn Nuye?âh Library System
Community libraries

Local school division
Pahkisimn Nuye?âh Libr
Saskatchewan Teachers Federation
Department of Education

Public Libraries

Provincial Library

School Libraries

Special Libraries

Post-secondary Libraries

Other Information Providers

Government libraries
Association libraries
Private sector libraries
Crown Corporation libraries

University
University of Sask
Affiliate
SIA
St. Pete
Gabriel Dumo
Pahkisimn Nuye?âh Libr
Saskatchewan Indian Culture
ENVIRONMENT

The committee reviewed the first library vision document, *Vision: Independent...But Together*, 1990. This document identified the strengths and weaknesses of the current library systems and presented a vision for the development of cooperation among all types of libraries in Saskatchewan.

Saskatchewan has developed a system of public libraries which provide basic reference services, maintain and develop local collections, provide programs and services for the community, and participate in the network for resource sharing. All types of libraries participate in resource sharing and have formal and informal cooperative strategies which allow them to provide more effective library services.

The strengths of the province's library systems were presented in the first principles of the vision document:

- a one-province library system which is the existing network that allows libraries to cooperate with each other;
- resource sharing which provides Saskatchewan libraries with far greater resources than each library could provide on its own;
- a commitment to serving all residents; and
- the participation of users in the planning and decision-making for library services.

Cooperation is fundamental to the system. Both formal and informal cooperative arrangements have been established including: the Reciprocal Borrowing Agreement, the development of a catalogue of the holdings of all the libraries, referred to as the union catalogue, and interlibrary loans.

The weakness of the province's library system is that some communities do not always enjoy easy access to a library. The range of barriers to access include:

- geographic disparity due to low population distributed over a wide geographic area
- institutional mandates which prevent certain libraries from serving all citizens
- cultural, educational and attitudinal barriers for patrons which prevent them from making effective use of libraries
- increasing financial limitations for institutions which prevent library systems from providing required services
Independent But Together: A Vision for a Province-wide Multitype Library System, 1992, provided the second part of the situation analysis in its presentation of the opportunities for the current library systems. It stated the consensus of the library community in Saskatchewan respecting the concept of the multitype library system and began the strategic plan by identifying the goals and objectives and making thirty-five recommendations.

The Minister's Multitype Library Development Advisory Committee was mandated to build on the work done by the previous vision committees and to develop a more detailed strategic plan to continue development of the multitype library system for Saskatchewan.

Current environmental influences such as technological change, a global economy, the information highway and the need for lifelong learning make it more important than ever that individuals be able to freely access information. Required information may include library catalogues, magazine indexes, full-text information databases and electronically published 'books' and other information.

The committee identified the challenges which the library community currently faces:

- the continuing need for greater cooperation among libraries
- technological opportunities
- fiscal responsibility
- geographic and demographic trends
- conflicting institutional mandates

Cooperation

The Echo Valley Library Forum identified the need for greater cooperation among all types of libraries. The public library system was developed on the basis of cooperation between local municipalities to create regional libraries, and cooperation among regional libraries for interlibrary loans and reciprocal borrowing.

Unchanging or declining levels of funding and pressure on staff to handle increased work loads due to staff reductions threatened resource sharing. Some of the challenges identified at the Echo Valley Library Forum have already been faced; people are still working on others.

Libraries have already begun multitype projects. The Souris Project involves public libraries, schools, colleges and others in a consortium to provide access to CD-ROM information databases in Weyburn and Estevan. In the PANet project; SIAST Woodland Campus, the John M. Cuelenaere Library, the Gabriel Dumont Institute, the PA Rural School Division, the City of Prince Albert, and others have come together to share resources and to gain access to the Internet in the city of Prince Albert. In Saskatoon, a multitype library group meets to discuss cooperative ventures and issues which affect all types of libraries in Saskatoon. Chinook and Wheatland regional libraries have piloted cooperative arrangements with some of the schools within their regional boundaries.

Public libraries have enjoyed a long history of cooperation. Collectively, the public library network has been called "The One-Province Library System". The two key cooperative components of this system are interlibrary loans, a loan of library materials from one library to another, and reciprocal borrowing, which allows a person to walk into any public library in Saskatchewan and borrow books or other library materials.
Although many school libraries cooperate with other libraries, this is largely done on an informal basis and is not generally perceived to be part of their mandate. Few schools participate in the province-wide interlibrary loan system.

Post-secondary libraries have a long history of cooperation and participation in the province-wide interlibrary loan system and in national and international interlibrary loan networks. They make their catalogues available via electronic means such as dial-up or Internet access. More extensive cooperation projects tend to be between like collections, systems, or institutions, such as the Saskatchewan Health Libraries Association which brings together library staff who work with health collections, the Western Canada MultiLIS User's Group which involves various types of libraries that have purchased a MultiLIS library automated system, or the Council of Prairie and Pacific University Libraries which was created for university libraries.

Increasingly, materials in other formats, including electronic, are being collected by post-secondary libraries. These non-print materials are often subject to different rules than print materials. This imposes new barriers to cooperation, some of which can be eliminated by negotiating wide area licenses, but only at increased prices. While copyright also imposes barriers for copying print materials, these barriers have never prevented the lending of materials between libraries.

Special libraries tend to cooperate formally or informally with other libraries in their subject specialty. For example, the Saskatchewan Health Libraries Association is a formal grouping of health libraries which includes both academic and special libraries with a focus on health information services. Special libraries are an integral part of the interlibrary loan system in Saskatchewan.

Over the past forty years, Provincial Library has continuously taken responsibility for developing cooperative services for libraries in Saskatchewan. It has played a key role in the development of regional libraries and in establishing core central services such as centralized cataloguing, facilitating interlibrary loans, providing in-depth reference services, and other special and administrative functions.

**Technological Opportunities**

New information and telecommunications technologies are creating the potential to fulfill the long held dreams of libraries. Electronic access to each other's catalogues, a virtual union catalogue, electronic document delivery, and other electronic information services are aspects of automation that libraries have been seeking to develop for over a decade. These services are now possible for the first time and at an affordable price for many libraries. Access to global information through the Internet will change the way all libraries do business. Libraries should understand how to exploit this opportunity and its limitations.

Most of the public library systems have automated their catalogues along with other library functions. In regional libraries this usually affects the headquarters operation and the main branch, but few other branches in the rural areas have any automation. At this time, connectivity to the main catalogue is considered too expensive for many rural branches.

As a result of differences in funding for school libraries, technological development varies greatly across the province. Most urban schools have some form of automated catalogues and/or circulation systems. CD-ROM capability is becoming more prevalent, and some school
libraries are linked into local or wide area networks.

Use of technology to access and share resources is well established among post-secondary libraries. Huge automated library systems have been in operation for many years and the universities were responsible for bringing networking via the Internet to the province. Post-secondary libraries also use technology to serve students in rural areas. Both universities and SIAST provide a reference service specifically for distance education students. The University of Saskatchewan has installed computers in local public libraries, in places like Yorkton, North Battleford and Melfort, to provide students with access to its library catalogue and other databases. Post-secondary distance education students often use public libraries, as well as their institution's libraries, for resources and interlibrary loan services.

Approximately 85 per cent of special libraries have an automated library catalogue and make extensive use of technology to provide links within their organizations. Special libraries also use specialized online and CD-ROM databases in conjunction with outside information sources and experts to provide information to their clientele.

Provincial Library led the way in automation of the province's public libraries when it automated the catalogue through the University of Toronto Library Automated Systems (UTLAS) in 1980, and when it worked with the regional libraries to acquire its in-house automated library system, Dynix, in 1990. Provincial Library has now begun developing the Province-wide Library Electronic Information System (PLEIS), the electronic network which provides two-way connectivity among libraries in Saskatchewan.

**Fiscal Responsibility**

While libraries must remain sensitive to the changing fiscal ability of governments to support their programs, they must also continue to provide for the information needs of their communities. Funding for Libraries has always been tight, even during the relatively affluent period of the '70s. Cutbacks during the '80s and '90s have left many libraries, in every sector, making difficult service choices while others have vanished completely. While this has challenged libraries, it has provided an even greater impetus towards increased cooperation as a solution to financial limitations. Almost everyone recognizes the need for more money but our challenge is to determine how libraries can re-tool to do the best we can with the resources available. The interrelationships within the library community are a place to start.

**Demographic Trends**

The Echo Valley Library Forum focused on specific demographic trends which may impact on library service in Saskatchewan.

- an aging "baby boom" population; the population of older adults is larger, compared to the remainder of our population, and growing faster than anywhere else in Canada
- studies show most disabilities occur among those age 55 and up, as the senior population grows this implies there will be an increase in those with some form of disability
- First Nations and Métis populations represent a larger proportion of the total provincial population than other provinces; this population cohort is younger than other population groups and growing at a faster rate than any other group in the province
- a better educated population co-existing with a significant part of the population who face
literacy problems

The Government of Saskatchewan, the education and health sectors, local governments, and other institutions which are facing the same issues are coming to grips with these demographic trends. The SUMA "Report on Amalgamation" provides one example. The library community must also develop strategies to deal with these issues.

Institutional Mandates

Each of the different types of libraries is mandated to provide a clearly defined client group with a specific set of library services. The need to fulfil these mandates may, at times, hinder cooperation among different types of libraries. It is sometimes difficult for staff or trustees, who are focused on their individual mandates, to re-focus on the benefits of greater cooperation. Client groups and roles drive and inform policy. The challenge is to find where policies could overlap and allow the areas of overlap to be the basis for development of new policies which provide for mutual benefit.

The Way Forward

The Minister’s Multitype Library Development Advisory Committee re-confirmed their support for a multitype library system as an effective mechanism to allow libraries to meet these challenges and to provide opportunities for future development.

The library community, as a whole, is also committed to multitype library service as a solution to the challenges identified. While all libraries carefully guard their autonomy because they recognize the need to ensure adequate service levels for their primary client groups, they also recognize that all libraries benefit from and are committed to a multitype library system for Saskatchewan as the single best option to address the challenges in the environment we face today.
Think Globally ...Search Locally

VISION

All libraries in Saskatchewan working together to ensure adherence to the principle:

"Access to information is a democratic right of all people in Saskatchewan".

The Minister’s Multitype Library Development Advisory Committee developed this simple but eloquent statement of their vision for the future of library service in Saskatchewan.

MISSION

Libraries in Saskatchewan will work together to maintain and enhance a cooperative interdependent information network which will ensure a consistent and high quality of information service through a multitype library system.
VALUES AND PRINCIPLES

Strong Local Autonomous Library Partners

An effective multitype library system is built on strong, local autonomous libraries and library systems. This means that each partner in a multitype systems ensures its own development and looks after issues related to its jurisdiction. This is sometimes called the OHIO Principle (Own House In Order). It also means that no library will use multitype as an opportunity to reduce its inputs -- funding for staff or library materials -- and rely inappropriately on the resources of another partner.

The multitype library system will not attempt to resolve issues within a library sector that are specific to that sector. It will address issues only when two or more partners are cooperating with one another. For example, if the policies of one of the partners (public libraries) begin to infringe on the policies of another partner, (school libraries), then it becomes a multitype issue. Likewise, funding for public libraries is a public library issue, and not something that concerns the multitype system.

The Whole is Greater Than the Sum of the Parts

Autonomous library partners working together create a capacity for library service that is broader, more effective, and less costly than any one of the partners could achieve working individually

Think Globally...Search Locally

The most effective library service results when people are working to share resources at a local level first, then regionally, provincially, nationally, and finally internationally. Only after all local collections have been searched should information or materials requests be forwarded on to the regional level. All resources from all of the different types of libraries at each level should be exhausted before proceeding to the next level in the system.

Commitment to Cooperation For Mutual Benefit

The cornerstone to the multitype library system is cooperation. The reason people are willing to cooperate is that they see that things work better if they do. No project should be undertaken unless everybody benefits.

Organic Development

Growth and development will be based on what is possible for the partners. Multitype initiatives will be realized through people voluntarily working at the local level to develop what works for them. No developments should be top-down driven, nor will libraries be forced into cooperative
multitype projects.

**Sustained Attention**

Continued effort will be required to build the multitype library system. It must remain a high priority for each of the partners and it may mean marshalling our resources to ensure that the system remains healthy as it grows and develops.

**Decisions made by Consensus**

Decisions on matters of importance to all partners should be made in a manner which recognizes that all the partners must either agree with the decision or at least that they could accept or work within the decision. This is necessary because all partners operate autonomously in the multitype framework and no partner is of greater importance than any other. No library can be forced to accept a decision that is contrary to their primary purpose.
GOALS AND OBJECTIVES

The committee identified four broad goals which will guide the long term development of the multitype library system. Along with the four goals are objectives which further define the goals.

GOAL 1: Develop the Multitype System

Objectives

- Strong independent libraries and communities, working in partnership, will ensure the successful development of a multitype library system.
- Other information providers will be integral partners in the multitype library system.

The Multitype Library System will be better if all of the partners are strong. A multitype system requires more than just the four library sectors as partners. It needs anyone else who provides information to participate. If we are to successfully build a multitype library system we must develop a forum for cooperative development, maintenance and evaluation. For this we recommend establishment of the Multitype Library Board using a process involving all libraries and communities of interest. Each of the partners must be committed to building an effective system.

GOAL 2: Implement the Multitype Library System

Objectives

- Libraries will have effective mechanisms in place for sharing resources including human, physical and technical resources among all libraries throughout the province.
- Saskatchewan residents will have access to all libraries in the province.
- Information needs of Saskatchewan residents will be met by strong libraries with appropriate staffing, funding, resources, and facilities.
- A sustainable multitype library system will be strengthened by ongoing formal evaluation by all of the partners.

Designing the multitype library system will be a complex task. Extensive policy work will be required to allow for cooperation at all levels. The work of the Board should relate to effective systems and operations at the level at which the library user enters the system. For implementation to work, libraries will require effective mechanisms for resource sharing at a local level. All residents of Saskatchewan will have access to all libraries in the province.

To build such a set of policies we must understand multitype library system development, know what has gone on in other jurisdictions, as well as stay on top of what is going on in Saskatchewan. The community must be the point of entry for a multitype system. We must
ensure that high standards are being met at a local, system, and provincial level. Staff, boards and the public will need training. The multitype system must be funded appropriately, or as well as it can be.

**GOAL 3: Connect Libraries of All Types to Provide Equitable Access To and Delivery of Information**

**Objective**

- The connection of libraries will provide the mechanism to ensure province-wide resource sharing that is affordable, fast, current, and distance neutral.

Electronic connection among all types of libraries will provide the mechanism for province-wide resource and information sharing which is affordable, fast, current, and distance neutral. To do this we are developing a province-wide library electronic information system connected via SaskTel’s wide area network service.

**GOAL 4: Promote Participation in the Multitype Library System**

**Objective**

- Promotion will ensure the multitype library system will be used and valued by the people in Saskatchewan.

Regular communication with actual and potential partners will be required as well as education of stakeholders and the public on the benefits, possibilities and responsibilities of participation in the multitype library system.

**An Overview of the Vision, Mission, Goals and Objectives**

<table>
<thead>
<tr>
<th>VISION</th>
<th>MISSION</th>
<th>GOALS</th>
<th>OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to information is a democratic right of all people in Saskatchewan.</td>
<td>Libraries in Saskatchewan will work together to maintain and enhance a cooperative interdependent information network which will ensure a consistent and high quality of information service through a multitype library system.</td>
<td>Develop the Multitype System</td>
<td>Strong independent</td>
</tr>
<tr>
<td>Implement the Multitype Library System</td>
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<td>Connect Libraries of All Types to Provide Equitable Access to and Delivery of Information</td>
<td>Libraries will have</td>
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<td>Promote Participation in the Multitype Library System</td>
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<td>Promotion will</td>
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<td>Libraries and communities, working in partnership, will ensure the successful development of a multitype library system.</td>
<td>Effective mechanisms in place for sharing resources including human, physical and technical resources among all libraries throughout the province.</td>
<td>Libraries will provide the mechanism to ensure province-wide resource sharing that is affordable, fast, current, and distance neutral.</td>
<td>Ensure the multitype library system will be used and valued by the people in Saskatchewan.</td>
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<td>Other information providers will be integral partners in the multitype library system.</td>
<td>Saskatchewan residents will have access to all libraries in the Province.</td>
<td>Information needs of Saskatchewan residents will be met by strong libraries with appropriate staffing, funding, resources, and facilities.</td>
<td>A sustainable multitype library system will be strengthened by ongoing formal evaluation by all of the partners.</td>
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STRATEGIES

Strategy 1
Establish a Multitype Library Board to facilitate the cooperative development, maintenance and evaluation of the multitype library system. In order to establish a multitype library system for Saskatchewan a Multitype Library Board should be appointed. The Board requires representation from each of the sectors or partners and the appropriate stakeholder groups. The action plan sets out the terms of reference for the Board and directs it to develop its own yearly operational plans. The Board should act in a consultative role to Provincial Library in the administration of multitype funding.

Strategy 2
Involve all libraries and communities of interest in the cooperative development, maintenance and evaluation of the multitype library system. The Multitype Library Board must work with special needs groups and others to ensure their participation in the multitype system. It is particularly important that the Board cooperate with Indian and Métis people to allow them to define how they wish to participate in the system. All libraries are encouraged to plan their own services in the context of the multitype system. The Board will facilitate discussions between partners to encourage cooperative collection development and other joint ventures.

Strategy 3
Conduct ongoing research about multitype library systems. A key role for the Multitype Library Board and for Provincial Library will be to develop a clearinghouse for information concerning multitype initiatives. The clearinghouse involves developing a database, collecting information, and distributing any kind of multitype information, e.g. statistical information, significant collections information, training opportunities, computing and telecommunications technology standards, etc. Evaluation is a thread running throughout the strategic plan, but the committee also believes that a five-year review should be done by an outside evaluator.

Strategy 4
Ensure the community is the point of entry to the multitype library system based on the concept "Think globally ? Search locally". Protocols are to be developed in consultation with the library community to encourage effective operation of the system. They are needed to ensure that all resources of libraries are exhausted at each level of the system before requests are forwarded on to the next level, beginning in the local community, then regionally, provincially, nationally and finally internationally.

Strategy 5
Develop standards for participation in the multitype library system. These standards should be set at levels which recognize the unique needs and circumstances of each sector. All participants must be involved in the establishment of standards for libraries to participate in the multitype library system. Standards should cover areas such as: human resources, automation, bibliographic control, interlibrary loans, document delivery and other topics as necessary. Libraries must be made aware of these standards and their commitment assured to
Strategy 6
Secure funding for the multitype library system. It is the responsibility of the Multitype Library Board to prepare financial plans and to work to secure adequate funding for operation of the multitype system. Individual libraries and library systems of all types bear the responsibility for securing the funding necessary to allow them to participate in the multitype system for their own benefit.

Strategy 7
Support education and training of library personnel within the multitype library system. It is necessary to train staff to work in a multitype context. One of the significant benefits in a multitype system could be the exchange of human resources to meet training needs.

Strategy 8
Develop a Province-wide Library Electronic Information System (PLEIS). A cornerstone of the multitype library system will be the development of a data network for libraries to exchange electronic information. The Multitype Library Board will promote minimum standards to ensure interconnectivity of computerized databases and support the collection and dissemination of information on computing and telecommunications technology.

Strategy 9
Facilitate the Province-wide Library Electronic Information System becoming a fundamental part of the unified province-wide electronic data network. Libraries must be part of any other province-wide data network development initiatives created by government, SaskTel or any other partners. Libraries simply do not have the resources to operate parallel information networks. One example of such an initiative is Industry Canada's Community Access Project, which encourages groups and organizations in small communities to work together to develop access to the Internet for the entire community. It is particularly important for libraries to participate, at the community level, in this type of network development activity.

Strategy 10
Regularly communicate with actual and potential partners in the multitype system. The Multitype Library Board should develop a communication plan to ensure that multitype information reaches all of the potential partners.

Strategy 11
Educate stakeholders and the public on the benefits, possibilities, and responsibilities of participation in the multitype system. Reaching stakeholders and the public requires a different strategy from the one used to communicate with the partners which are the libraries and information providers. The Multitype Library Board will develop a plan to educate stakeholders and the public. Needs assessment is an effective method of reaching out to the community.
FUNDING PRINCIPLES

One of the key questions generated by the Strategic Plan is “what will it cost?” The Minister's Multitype Library Development Advisory Committee acknowledges that there will be costs associated with developing a multitype library system throughout the province but decline to attempt to identify specific dollar figures. Rather they have developed a statement of the character and nature of the principles for funding the multitype library system to which the committee has agreed.

The committee believes that the cornerstone to the multitype library system is cooperation for mutual benefit. Autonomous library partners, working together, create a capacity for library service that is broader, more effective, and less costly than any one of the partners could achieve working individually.

The strategic plan is designed to provide the overview which will assist libraries in their cooperative endeavours. It should provide a consistent message and ensure orderly development of the province-wide multitype library system. The funding principles should allow libraries to spend cooperatively which leads to the most effective use of their resources.

- **Autonomous library systems should be responsible for their own costs.**
  Autonomous library systems will enter into cooperative arrangements for mutual benefit, thus each system will be responsible for contributing financially as appropriate to the benefit they expect to receive.

- **Libraries will determine their own level of spending.**
  The contribution of member libraries will be determined by what they decide they want to do and how much they choose to spend. For example, in developing the network, local partners may decide that each member will contribute equally to the ongoing costs or they may decide that contributions should be in proportion to their expected usage. In any case, the local partners, not the Multitype Library Board will make the decision.

- **Libraries may need to change priorities to allow for multitype initiatives.**
  Each library or library system will have to determine what funds they can allocate from existing operating funds for cooperative efforts. Additional funding can be made available for multitype through making cooperation more of a priority and changing some internal ways of doing things to allow a change in priorities.

- **Reallocation of funds to cooperative ventures should result in more effective spending.**
  Increased cooperation is one possible way to save money through greater resource sharing. Shared resources may include: books and other library materials; staff time and expertise; training opportunities; or other resources. Libraries will be encouraged to begin thinking of new ways of doing business in a multitype environment.

- **A high level of voluntary participation is anticipated.**
  Many libraries will want to participate and will volunteer their staff to work on specific projects. The cost of that effort would then be absorbed into the operating budget of the participating library.
• **Special grants should be accessed to develop the multitype library system.**
  Libraries will be encouraged to seek out grants from sources other than the traditional library funders. Examples of some potential programs are: Industry Canada's Community Access Project which can be used to develop community Internet access, or the Canada/Saskatchewan Infrastructure Works program which makes matching funds available to off-set costs for developing network access for rural branches and for all types of libraries within communities.

• **Development will progress at the rate possible given the funds available.**
  Development of the multitype library system can only proceed as quickly as allowed by the funds available. While this may delay progress, it should not halt development or prevent libraries from pursuing cooperative ventures that may be beneficial.

• **The Provincial Government will fund the coordination role.**
  There will be some direct costs to government to fund activities related to coordinating development of the system. Special initiatives funds now exist in the Provincial Library operating budget and these should be used to defray costs of the Multitype Library Board. New incremental funding should not be required.

• **Provincial Library will support development of the multitype library system.**
  Development of the multitype library system will progress as Provincial Library and the partners is able to devote resources to it. The library community expects that the Provincial Library would fund some development, such as the electronic network, from existing revenues and that if new money were to become available in future, multitype activities would remain a priority within Provincial Library.
Think Globally ...Search Locally

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Goulding, Mary. "Minimum standards as a first step toward evaluation of reference services in a multitype system". In Evaluation of publicservices and public services personnel. Urbana-Champaign, Ill.: University of Illinois, Graduate School of Library and Information Science, 1991. pp. 103 - 123.


