

Ontario Public Library

Guidelines

Sixth Edition

w/ Amendments August 2013

For Municipal and County Public Libraries



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I. Background

The Ontario Public Library Guidelines Monitoring and Accreditation Council is pleased to present the Sixth Edition of the *Ontario Public Library Guidelines*, 2012.

The guidelines presented represent community-based norms for public libraries and public library development in Ontario. They are developed, monitored and revised by a broadly-based group, representative of the Ontario public library community.

The *Guidelines* aim to assist public libraries in developing and maintaining consistently strong public library service. They provide public library boards, managers and staff and local governments with up-to-date public library guidelines on policies, resources and services.

The *Ontario Public Library Guidelines* program provides an accreditation process to recognize the achievement of public libraries that meet the program's requirements. The *Guidelines* offer voluntary standards that individual public libraries can choose to follow or exceed, regardless of whether or not they decide to pursue accreditation.

With the Fourth Edition, a separate version was produced for the first time specifically for use by Ontario's First Nation public libraries. The development of this version of the *Guidelines* was a response to requests from the community for library guidelines that better reflect a First Nation public library context.

With the Fifth Edition, there is an acknowledgement that technology now permeates the work of the public library to such an extent that the Guidelines were revised to give more detailed attention to technology. Council received funding to develop a new section on technology from the Ontario Ministry of Culture's 2008 \$15 million investment in public libraries.

The new Sixth Edition builds on that work with technology, but represents a comprehensive revision of all the guidelines. Recognizing that many Ontario library systems are now multi-branch in structure, the special section on multi-branches was removed, and the topics incorporated into the regular guidelines.

II. Introduction to the Guidelines

All Ontarians, regardless of where in Ontario they live and work, have a right to public library service that meets basic, widely accepted norms of library practice and service. The *Guidelines* offer a method for libraries throughout the province to meet basic service levels and to continue to grow to meet the ever-changing needs of their communities. Libraries must conform to provisions of the Public Libraries Act, the Municipal Act, the Accessibility Act and other relevant legislation and are accountable to the communities they serve. Reports on general efficiency and effectiveness of service delivery are annual requirements for all libraries.

Goals of the *Guidelines*

The *Guidelines* have four principal goals:

1. To build upon and improve the current Ontario-wide public library infrastructure which connects individual libraries and enhances local service.
2. To maintain a public library infrastructure that is consistent and strong throughout the province by ensuring the viability of information access points in small and remote Ontario communities and providing them with a process for development to meet the changing needs and expectations of their clientele.
3. To make available to those public libraries which do not meet the *Guidelines* requirements a comprehensive process for improvement, thereby, over time, raising the level of public library service province-wide.
4. To recognize, through an accreditation process, the achievement of those public libraries which meet the *Guidelines* requirements.

Benefits of the *Guidelines*

- *Evaluation of local library service and direction for development*
The *Guidelines* facilitate an organized, objective approach to the evaluation of local library service. The *Guidelines* ensure that a local evaluation process is fair and comprehensive, concentrating unduly neither on strengths nor weaknesses, but giving direction to and assistance with a review of the whole spectrum of services and operations.
- *Improved accountability*
As a result of implementing the *Guidelines* process, the library is assisted in demonstrating the quality and value of library service currently being offered to the public and so improves accountability to the taxpayer. By adhering to a province-wide set of service expectations, the individual library is in a better position to benefit from co-operation and sharing arrangements with other libraries in a province-wide library system, thereby demonstrating a commitment to maximizing the local tax dollar.
- *Assistance in the planning process*

By using the *Guidelines*, the library gains an understanding of those matters which require attention and upgrading and those which are considered appropriately developed or superior in their function. From this assessment of the adequacy of current service delivery, the board and administration are able to consider appropriate directions for development of the library and formalize these into an organized plan.

- *Consistency of service across Ontario*
Regardless of geographic location or size, a public library which meets the requirements of the *Guidelines* is assured that it is equipped to contribute to the Ontario-wide public library infrastructure, to the greater benefit of its users and community.
- *Enhancement of the library's position in the community and with funding bodies*
The *Guidelines*, and the plans developed as a result of their application, assists boards in providing justification for securing municipal and other funding to implement the plans. Libraries achieving accreditation through the *Guidelines* program reap the benefits of an enhanced profile and reputation in their communities and demonstrate to their funding bodies that tax dollars invested in the public library are dollars well-spent.

Libraries should consider discussing the accreditation process early on with their municipal council, and present it as an opportunity to work together on an important project and encourage council to be part of the process. This has the effect of increasing the council's awareness of the work involved in accreditation, as well as its value and benefits.

Nature of the *Guidelines*

The *Guidelines* are essentially a developmental tool. The primary target group is small, medium and county public libraries, but the *Guidelines* may be adapted for use by other interested libraries. Use of the *Guidelines* and compliance with them is voluntary. They provide a self-regulated process, designed to analyze the state of development of a public library and enable it to devise its own strategies for improvement.

Accreditation

A further voluntary step in this self-regulated process enables a public library to submit its services to an external assessment and seek accreditation by its peers. Although the *Guidelines* can remain a purely local tool, particular to each community, their value increases in a provincial context. The opportunity for a library to measure itself successfully against a set of objective, widely accepted guidelines strengthens the individual library and the public library service of the province as a whole.

Ontario Public Library Guidelines Monitoring and Accreditation Council

The Ontario Public Library Guidelines Monitoring and Accreditation Council was established by the Ontario Public Libraries Strategic Directions Council. Since the dissolution of the SDC, the Guidelines Council reports to the Federation of Ontario Public Libraries. In order to maximize public library ownership and to maintain a high degree of objectivity, *Council* members represent a broad cross section of public library types and organizations.

The purpose of the Ontario Public Library Guidelines Monitoring and Accreditation Council is threefold:

1. To monitor the continuing effectiveness of the Guidelines and make revisions as required;
2. To arrange for peer audits of those public libraries which so request;
3. To bestow the special designation of "Accredited Ontario Public Library" upon those public libraries that successfully completes the Guidelines accreditation process.

Support mechanisms

For those libraries which do not immediately meet all the requirements of the *Guidelines*, an important part of the process will consist of identifying support mechanisms which will help the necessary development take place.

Some of these support mechanisms currently exist in the form of resource materials such as the *Library Development Guides, including Trillium Public Library Policy Manual, the Guidelines for Rural/Urban Public Library Systems*, the Joint OLS-N/SOLS Clearinghouse of Professional Information, as well as various manuals, samples and kits. (See Appendix A.)

In addition to resources, the need for training and development has been highlighted in the *Guidelines* process, as well as the need for practical services such as consultation and assistance in planning and policy development. Some services in this area already exist. For instance the two Ontario Library Service agencies already provide consulting services and administer the Excel training programs. A variety of training opportunities are provided by the Ontario Library Service agencies and the Ontario Library Association, as well as the schools of library and information science and library and information technology. The *Guidelines* process should provide a focus for public library training and development activities in the province and ensure that they concentrate on the expressed needs of the library community.

III. How the Guidelines may be used

Use of the *Ontario Public Library Guidelines*

Use of the guidelines is voluntary. They may be used either for internal purposes only, or with the involvement of external resource persons in a process that may lead to the library being accredited. For example, a library's administration or board may use the guidelines, in whole or in part, purely for internal information, with a view to considering some or all aspects of the library's services or methods for change or upgrading. The guidelines could also be used in preparation for an external review.

The Guidelines Process

The full guidelines process consists of the following eight steps. Depending on whether or not a library is using the guidelines for the purposes of accreditation, or depending on the state of preparedness of the library, it may wish to involve itself in a process which includes some or all of the following steps.

STEP 1: Preliminary assessment

A library administration or board that wishes to undertake this process in whole or in part can begin with a preliminary assessment, comparing their library operation with the requirements of the Guidelines. This first step may be accomplished in a number of ways, depending on the preferences of the individual library and on the availability of resource persons. For example, the preliminary assessment can be carried out by the library's own staff and/or trustees, or in cooperation with external resource persons, such as a representative of a willing peer library or representative of the Ontario Library Service. The library's standing with regard to each of the requirements listed in the Guidelines document is then determined through analysis and review of the library operation.

STEP 2: Preliminary report

A report indicating where the library has met the Guidelines and where it has not is produced by those responsible for carrying out the internal assessment.

STEP 3: Development of plan

Using the report, the library develops a plan of how and when it intends to meet any Guidelines that it currently does not. The library may wish to call upon the assistance of support organizations such as the Ontario Library Service at this stage. The development plan can be integrated with a library's on-going planning process.

STEP 4: Implementation of plan

The library then implements the development plan, periodically making adjustments to take into account new or unforeseen circumstances. The library may wish to call upon the assistance of support organizations such as the Ontario Library Service. It should be noted that some libraries have a short implementation stage, while others have a detailed plan over a number of months or years in order to complete the implementation step.

STEP 5: Peer Audit

A library which considers that it has met the requirements of the Guidelines may elect to arrange for a peer audit. The library contacts the Ontario Public Library Guidelines

Monitoring and Accreditation Council through the Federation of Ontario Public Libraries and asks for a peer audit to be arranged and scheduled. A peer audit team is selected. The peer audit team arranges a suitable time with the library and undertakes an assessment of the library operation in accordance with the Guidelines. (details for this step are aforementioned in Part 2 of this document)

STEP 6: Report and recommendation

The peer audit team provides a report of its findings to the library and to the council. If the audit team determines that the library has met the requirements of the *Guidelines*, the library can then proceed to the accreditation stage. If the audit team determines that the library has not met the requirements of the Guidelines, the audit team will recommend a course of action for improvement. This may take on the form of a request for information, a request for additional proofs relating to policies, procedures or specific guidelines or a written commitment to improve and provide new drafts to both the audit team and council to finalize a recommendation.

STEP 7: Accreditation

Using the written audit report, the Council will decide on accreditation. If, in the estimation of the Council, the library has indeed successfully met the Guidelines requirements, the library will be recognized as an Accredited Ontario Public Library. Accreditation will be valid for five years from the date the motion is passed by the Guidelines and Accreditation Council at a regular meeting.

STEP 8: Re-accreditation

To maintain the library's status as an Accredited Ontario Public Library, the library is required to undertake a peer audit every five years. The new audit will take into consideration changes that have occurred in the library's operation, as well as revisions to the Guidelines. In addition to obtaining the minimum score required for accreditation, the library will be expected to have taken some steps towards addressing any shortcomings raised in the previous audit team report. If the library successfully meets the requirements of the Guidelines, the Council will re-register it as an Accredited Ontario Public Library for an additional five years.

Achieving accreditation the first time gave us a solid basis for future planning and a framework for our successful re-accreditation audit in 2007. We have demonstrated to city council and to our community that we are dedicated to excellence in every aspect of library service. I recommend the accreditation process to all libraries.

Margaret Williams, Brockville Public Library

The peer audit process was an extremely positive experience. I was proud of the hard work that we had done in preparation for the audit and valued the expert opinions of my auditors. I would recommend this process to any library, big or small. The sense of accomplishment is great and the desire to improve and do better next time is even greater!

Sandra Weitzel, Dryden Public Library

I would encourage every public library to make use of the accreditation guidelines. At the very least, they provide a solid foundation for the process of internal quality review. For us, especially as a system that experienced the usual post-amalgamation upheavals, the accreditation process has been a morale boosting opportunity to highlight capabilities and accomplishments. After a successful audit, we are able to talk credibly about teamwork and perseverance and vision. Staff and Board members are delighted.

Deb Jackson, Haldimand County Public Library

The Clearview Public Library Board recently completed a facility review of its main branch. The data that these guidelines provided have proven invaluable. The Board particularly appreciated the fact that the guidelines relate to 'Ontario' public libraries. I would not hesitate to recommend the guidelines as a sound resource for public libraries in Ontario, not only for the purpose of accreditation, but for ongoing planning for services and space.

Jennifer La Chapelle, Clearview Public Library

I was pleased to participate as a peer auditor in the accreditation process. It gave our library a chance to return the favour as we had recently been accredited. It was a great learning experience to see where other libraries shine and how they make the most of what they have. It is truly inspirational and all done for the greater good of the customer. *Cindy Weir, Peer Auditor*

The North Perth Public Library is pleased to say that we have used the Guidelines extensively as we worked on developing and updating policies, assessing our shelving requirements and developing our Strategic Plan. We find the guidelines extremely helpful for the overall development of quality library service. It is our goal to request a review of our eligibility for accreditation consideration in the very near future.

Sheila Durand, North Perth Public Library

Middlesex County Library proudly displays the Certificate of Accreditation at each of its 10 accredited branch libraries. The Certificate expires in April 2009. We will definitely seek re-accreditation at that time. We find that this is an effective way to let our citizens know that these libraries meet the standards for Ontario public libraries and we will continue to work towards maintaining this accreditation in the future.

Margaret Rule, Middlesex County Library

IV. Guidelines Checklist

Definition of terms

Public library board - The library's governing body. In addition to public library boards appointed by municipal and county councils, special legislation may allow a particular municipality to appoint a committee of council rather than a board. For the sake of brevity, and unless stated otherwise, all such bodies are hereafter referred to simply as “public library boards”.

Chief Executive Officer (CEO) - The position which bears overall responsibility for managing the operations of the library and its staff. (Note: The title used by individual libraries may differ, e.g. Chief Librarian, City Librarian, Library Director, Program Director.)

Population served - The total number of residents of the community served by a library, including the residents of communities which contract with that library for service.

Service outlet - A stationary or mobile facility for delivering public library service.

Branch - A stationary service outlet within a library system intended to deliver a range of library services to a designated area of the community.

Mandatory Guideline - A guideline, designated by the symbol ***M***, which must be met in order for a library to receive accreditation.

Statement –A written communication or declaration setting forth facts, particulars, and position on a specific topic.

Policy - Policies are tools that aid in governing and fulfilling the library’s mission. A library’s policy manual is a written set of statements that form a framework to assist the library staff in making day-to-day decisions. Policies grow out of, and give definition to, the library’s mission in the community, and they provide the basis for consistent operational procedures.

Procedure - Procedures detail how things are to be done. Once policies are set, library staff can develop procedures and make decisions within the realm of established policies. Procedures are specific directions, established by the staff, to implement the library policies. While boards are concerned with the ‘what’ of library operation, staff are concerned with the ‘how’.

Please note that while most library boards have responsibility for approving library policies, a library board operating under the “Policy Governance Model” (commonly called Carver Model) would have created a governance structure in which the CEO creates a great majority of the Library’s policies, which are not usually put to the Board for approval. In this edition, the guidelines have been written to accommodate both Carver and non-Carver boards.

Note - *Text in italics print is intended to be background or context for the guideline.* The actual guideline is shown in regular print.

SECTION 1 - Governance/Administration

1.1 Organization of the board <i>In order to function effectively, a board requires a formal framework, including officers and rules for board meetings. Such a structure provides the board with an organized way to conduct its business.</i>		
1.1.1	Governing body - The library has a governing body which is constituted in accordance with the provisions of, and operates in conformity with, current Ontario public library legislation.	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.1.2	Officers - The library board has appointed a chair, secretary, treasurer for the board and employs a CEO who provides CEO duties solely dedicated to the public library for no fewer than 20hrs/week (of a 35hr work week)	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.1.3	Meetings - The board conducts formally-scheduled, regular meetings at least ten times per year. These are advertised at least within the library and on the web or social media sites to enable meetings open to the public, and open unless parts or all of a meeting are closed in accordance with current Ontario public library legislation.	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.1.4	Record - The board keeps a written record of the proceedings of its meetings and ensures the written records availability to the public.	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.1.5	Terms of Reference - The board has established written terms of reference for its officers and committees (for example: for the chair, CEO, secretary, treasurer, standing and ad hoc committees).	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.1.6	Evaluation of CEO - A formal process is in place for reviewing the performance of the chief executive officer on a regular basis (at least once each year).	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.1.7	Board bylaws - The board has established and adopted written, procedural bylaws which address such issues as: responsibilities of the board, organization of the board, board meetings, board finances, and amendment of bylaws.	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.2 Policy <i>Policy is the board's most effective tool in ensuring continuity of governance and consistent library service. Policies help to define library programs, provide direction for future action, clarify what the board hopes to accomplish over time, and ensure that the library's philosophy or mission is implemented. Policies are only considered official when they are in written form, approved at a formal board meeting and reviewed (and revised if necessary) at regular intervals.</i>		
1.2.1	Written Policy Process – Written policies are available to guide all areas of library operations and services and are approved by the Board as required by legislation and governance policy.	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.2.2	Distribution - Up-to-date copies of board policies are available to all board members and employees and can be readily accessed by the public in paper or other accessible format.	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.2.3	Review – The board has a fixed date of review for all policies set within a 4 year period for the purpose of reviewing and revising existing policies.	M

		Y <input type="checkbox"/> N <input type="checkbox"/>
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1.3 Planning <i>Planning ensures that: the library responds to the legitimate needs of the community; continuity of service is maintained regardless of changes in personnel; the library is able to respond effectively to change; community funds are spent in an effective and responsible manner; and the library board and staff share a common understanding of what the library is trying to achieve.</i>		
1.3.1	Planning policy - The library board has established and adopted written policy which defines its role and responsibilities with respect to planning.	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.3.2	Community analysis - A range of community-related information with possible implications for library service, including demographic data, is gathered and formally analyzed at least once every four years, and the results used in the planning of library service. (See Appendix C.)	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.3.3	Consultation of users - Library users are consulted regularly concerning library service (e.g. by means of surveys, focus groups, formal and informal interviews, open houses, suggestion box, website, etc.). An analysis of public comments and suggestions is carried out at least once a year and the results used in the planning of library service. (See Appendix C.)	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.3.4	Planning document - The board has developed a formal planning document, which includes at least some of the following items as: mission and vision statements, values, goals and objectives, strategic directions and action plans.	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.3.5	Review of plans – The board has a fixed timeline or schedule in place for reviewing the library’s plans on a regular basis. (e.g. Standing agenda item(s) on the monthly board business agenda, scheduled special review or advisory meetings of the board or other special meetings or retreats for the purpose of discussing and tracking planning activities.)	Y <input type="checkbox"/> N <input type="checkbox"/>
1.3.6	Report to public - The board regularly reports to the community on the library’s progress in fulfilling its plans (e.g. by distributing an annual report to council and the community).	Y <input type="checkbox"/> N <input type="checkbox"/>
1.3.7	Participation in local planning - The board participates proactively in local and/or county government planning processes.	Y <input type="checkbox"/> N <input type="checkbox"/>
1.3.8	Performance measurement indicators and statistics - Data is systematically gathered, electronically or otherwise, to provide real time information about how well the library is meeting its mission, goals and objectives in both the framework of traditional library services and programs as well as new and innovative technologically centered approaches. This information is used in developing, implementing and assessing the library’s plans, and in reports to the community, council and government (e.g.- for the completion of grant or funding requests, working Strategic, Business or Operational Planning activities, Typical Week Survey or the Annual Survey of Public Libraries, etc.)	M Y <input type="checkbox"/> N <input type="checkbox"/>

1.4 Finances		
<i>The board has a responsibility to secure sufficient funds to carry out its plans for library service. Accountable to the local council, the province and the community it represents, the board undertakes to ensure that the allotted funds are spent in a way that best meets the needs of the community and that is in accordance with the planned budget.</i>		
1.4.1	Budget - The board, in co-operation with the CEO, prepares and approves an annual operating budget for the library.	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.4.2	Financial Records – The board ensures accurate records of the library's finances are maintained in the fashion outlined by applicable legislation or advised accounting practices.	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.4.3	Financial reports - The records, as written financial reports, are received and reviewed by all board members.	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.4.4	Financial reports to government - The board ensures that full and accurate financial and post project reports are submitted in a timely manner to applicable levels of government, or organizations acting on their behalf, for any project, strategic or capital funding received..	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.4.5	Annual Survey of Public Libraries and financial reporting requirements – The Board ensures that the Annual Survey of Public Libraries, Public Library Operating Grant application form and financial reporting requirements are completed and submitted in accordance with provincial government requirements.	M Y <input type="checkbox"/> N <input type="checkbox"/>

1.5 Advocacy		
<i>The library board must ensure that the community is aware of the importance of the library and that funding bodies fully understand the important role which the library plays in the community.</i>		
1.5.1	Advocacy policy - The library board has established and adopted written policy which defines its role and responsibilities with respect to advocacy.	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.5.2	Informing council - Information about the library's activities, accomplishments and needs is provided by the library to its local council on a regular basis (e.g. by means of a briefing document or monthly, quarterly or annual report).	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.5.3	Meetings with council – The board meets with its local council to review the library's value to the community, the library's services, its plans and achievements. Meetings with council should be formally scheduled to deliver annual reports, make special presentations and support business cases made to council on behalf of the public library. A presentation for a formal review of the budget or discussion with a council finance committee does not constitute the minimum standard or intent of this guideline.	Y <input type="checkbox"/> N <input type="checkbox"/>
1.5.4	Participation in community activities - Board members participate regularly in activities aimed at increasing community awareness of the variety and importance of public library services (e.g. through participation in Ontario Library Week and in local celebrations and events).	Y <input type="checkbox"/> N <input type="checkbox"/>

1.6 Board Member Orientation and Information <i>Formal orientation of new library board members to library services, policies and current issues will help them to participate fully and effectively in the work of the board. On-going provision of information is necessary to keep board members up-to-date and to maintain their effectiveness.</i>		
1.6.1	Duties and responsibilities - Board members are provided with written guidelines outlining their duties and responsibilities.	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.6.2	Orientation - The board ensures that a formal orientation program is carried out for all new board members, including, for example: a tour of the library facility and website; an overview of how technology is used in the library and its role in the library's daily operations; an introduction to library staff; an introduction to other board members; a review of the library's planning documents, budget and recent board minutes; a review of duties and responsibilities as required by current public library and other legislation. In addition, all board members are provided with a package of background materials, including, for example: current public library legislation; the library's current planning document; the library's most recent audited financial statement; the library's current budget; the library's most recent financial report; the most recent provincial Library board development kit.	M Y <input type="checkbox"/> N <input type="checkbox"/>
1.6.3	Current Information – Board members are kept up-to-date on new developments in library matters (e.g. through membership in OLA or its associated councils such as OLBA; through membership in groups like the Federation of Ontario Public Libraries; through information provided by the CEO and board chair; through regular information sessions at meetings of the board; through participation in OLS meetings and training events).	Y <input type="checkbox"/> N <input type="checkbox"/>

SECTION 2 – Accessibility

The library's resources and services should be available to all members of the community as possible. Access to services should be structured in a way that maximizes accessibility and convenience to potential users, when they use the library's physical outlet(s) and when they access the library remotely via the Internet.

2.1 Location of service outlet(s) <i>Public library service outlets should be located for maximum convenience of residents of the community. The outlet should be easily accessible by public transportation where available.</i>		
2.1.1	Distance - Persons in the community are required to travel less than forty-five (45) minutes to the nearest stationary, mobile, or multi-branch public library service outlet.	Y <input type="checkbox"/> N <input type="checkbox"/>

2.2 Open hours <i>In order to provide the best possible access to library service, open hours must be scheduled for the maximum convenience of residents of the community.</i>		
2.2.1	Public need - During the last four years the library has assessed how well its open hours match the needs of the community (e.g. the library is open evenings and weekends in addition to regular working hours).	Y <input type="checkbox"/> N <input type="checkbox"/>
2.2.2	Minimum hours – The main library service outlet is open to the public at least 20 hours per week. In the case of multi-branch library systems, any branch service outlets within the system are open a minimum of 12 hours per week	M Y <input type="checkbox"/> N <input type="checkbox"/>

2.3 Physical access for persons with disabilities <i>The library should minimize barriers to access for users with physical limitations and disabilities. Specific aspects of technology, as it relates to accessibility, can be found in Section 6 of these guidelines. The following options and requirements are based on legislation. All current legislation at the time of audit must be met.</i>		
2.3.1	Accessibility plan - The library has assessed its physical accessibility, has developed an accessibility plan, by itself or with partners, and has a process in place for keeping the plan up-to-date. The plan addresses the requirements of applicable legislation.	M Y <input type="checkbox"/> N <input type="checkbox"/>
2.3.2	Entrance - A library entrance is wheelchair accessible.	Y <input type="checkbox"/> N <input type="checkbox"/>
2.3.3	Aisles - Space between book stacks is sufficient for the passage of a wheelchair.	Y <input type="checkbox"/> N <input type="checkbox"/>
2.3.4	Clear access - Access to user areas and library materials is clear and unobstructed.	Y <input type="checkbox"/> N <input type="checkbox"/>
2.3.5	Washrooms - The library provides a washroom that is wheelchair accessible and equipped for users with physical disabilities.	Y <input type="checkbox"/> N <input type="checkbox"/>
2.3.6	Multiple-floor structures - Where the public area of the service outlet occupies more than one level, wheelchair access is provided between levels. For staff, a work accommodation has been provided for a multi-story facility.	Y <input type="checkbox"/> N <input type="checkbox"/>
2.3.7	Alternative formats – The library ensures access to its services and resources for users with disabilities by providing materials in alternative formats (e.g. large print publications, talking books, closed-captioning and descriptive videos). The library supplies access to library publications such as board minutes, brochures or other documents in alternate formats on request.	M Y <input type="checkbox"/> N <input type="checkbox"/>
2.3.8	Assistive technology - The library ensures access to its services and resources for users with disabilities by providing assistive technology (e.g. magnification devices or software, keyboards with raised letters, large screen monitors). Where services and resources are not in place, the library has identified its requirements and has an agreed implementation plan	Y <input type="checkbox"/> N <input type="checkbox"/>

2.3.9	Web site –The library website meets appropriate standards for access by people with a disability (e.g. The Web Accessibility Initiative standards)	Y <input type="checkbox"/> N <input type="checkbox"/>
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2.4 Parking <i>Parking should be adequate for current and projected use.</i>		
2.4.1	Adequate and convenient parking (including accessible parking space) is available at or near the service outlet.	Y <input type="checkbox"/> N <input type="checkbox"/>

2.5 Access to materials and equipment in the library <i>Materials in open stacks should be stored at heights appropriate to their primary users. Equipment for accessing electronic materials should be configured to the diverse needs of library users.</i>		
2.5.1	Shelving for adult collections – At least 75% of the materials in the adult collection are stored in such a way that the highest shelf is 60 inches or less.	Y <input type="checkbox"/> N <input type="checkbox"/>
2.5.2	Shelving for children’s collections – At least 75% of materials in the children’s collection are stored in such a way that the highest shelf is 48 inches or less	Y <input type="checkbox"/> N <input type="checkbox"/>
2.5.3	Accessing electronic collections –Convenient access to the library equipment (e.g. workstation) is provided for all, with suitable heights provided for those with disabilities and also for children.	Y <input type="checkbox"/> N <input type="checkbox"/>

2.6 Service to housebound or institutionalized people <i>The library should make special provision for members of the community who need or desire public library service but who are unable to travel to the library building.</i>		
2.6.1	Materials - The library provides library materials on an organized and regular basis to residents of the community who are unable to travel to the library (e.g. the housebound, residents of institutions such as prisons, nursing homes).	Y <input type="checkbox"/> N <input type="checkbox"/>
2.6.2	Remote access to library services –When developing or reviewing collections and services, the library considers the needs of people (often with disabilities) who are unable to make regular visits to the library, and who rely on remote access to the library through the Internet (e.g. electronic collections; provision of online forms; online and telephone reference services).	Y <input type="checkbox"/> N <input type="checkbox"/>

2.7 Exterior Signage <i>The library's exterior signage both identifies the particular function of the building and is the library's most basic form of publicity.</i>		
2.7.1	Visibility - Library buildings are clearly identified by exterior signs which are highly visible from the street and in the appropriate language(s).	Y <input type="checkbox"/> N <input type="checkbox"/>
2.7.2	Hours - Library hours are clearly visible from the exterior of the service outlet.	Y <input type="checkbox"/> N <input type="checkbox"/>
2.7.3	Directional signs - The library provides signage indicating the presence and location of the public library in the community (e.g. signs on main community thoroughfares) or provides proof indicating they have made a request to the government to have these signs placed in the community.	Y <input type="checkbox"/> N <input type="checkbox"/>

2.8 Layout of library <i>How well the library is laid-out will affect how efficiently and conveniently it can be used by public and staff. The layout also communicates a message about how professional and well-organized the library operation is as a whole.</i>		
2.8.1	Physical layout - The physical layout of the library is organized in a way that is systematic, easy to navigate, and convenient for users.	Y <input type="checkbox"/> N <input type="checkbox"/>
2.8.2	Interior signage - Areas of the library, specific services and parts of the collection are clearly identified by professional-looking signs, in language(s) used by major linguistic groups in the community (e.g. the library catalogue, reference service, children's area, public Internet service, periodicals).	Y <input type="checkbox"/> N <input type="checkbox"/>

2.9 Publicity <i>It is important that the community be aware of the many programs and services available from its library.</i>		
2.9.1	Information about library programs, services, rules and hours is made easily available to community residents in print and on the library's web site, in the appropriate language(s) (e.g. through the provision of pamphlets, brochures, linkages from other appropriate web sites such as that of the municipality, bookmarks, and regular articles or advertisements in the local media).	Y <input type="checkbox"/> N <input type="checkbox"/>

SECTION 3 – Resources

3.1 Staff <i>In the interests of providing the best service possible to its community, the library board and administration should strive to maintain staff who is well trained and technologically literate to meet library needs, highly motivated and sufficient in number to meet the demands of the community.</i>		
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3.1.1	Personnel policy - In order to operate with fairness and efficiency, all organizations need written personnel management policies the library board or its appropriate delegate has established or adopted written personnel management policies which address such issues as: responsibility for personnel issues; the hiring process; hours of work; salaries, wages and benefits; holidays, vacation and leave; performance evaluation; training and development; grievances; resignation and dismissal; retirement; and personnel records. (Such policies may be in the form of a collective agreement.)	M Y <input type="checkbox"/> N <input type="checkbox"/>
3.1.2	Distribution of policy - Every employee of the library has access to a copy of the personnel policy.	M Y <input type="checkbox"/> N <input type="checkbox"/>
3.1.3	Performance evaluation - <i>Performance evaluation is a formal opportunity for all employees and his or her supervisor to review and evaluate the employee's work performance. It provides an opportunity for frank discussion by both parties concerning job expectations.</i> A formal, written, performance evaluation of each employee is carried out on a regular and ongoing basis.	M Y <input type="checkbox"/> N <input type="checkbox"/>
3.1.4	Job descriptions - Job descriptions are based upon an analysis of the tasks that must be performed in order to deliver library services. Library services change in response to community needs, therefore job descriptions should be reviewed annually and updated as required. A written job description has been developed for each position and is reviewed at least once every year (e.g. as part of the performance evaluation process).	M Y <input type="checkbox"/> N <input type="checkbox"/>
3.1.5	Salary scales - A salary scale has been established for each position and is reviewed regularly according to the terms of the library's personnel policies.	Y <input type="checkbox"/> N <input type="checkbox"/>
3.1.6	Staffing - The number of staff required by a library is affected by many local factors, including the number of clients to be served, the number of major language groups to be served, the layout of the library building, and the level of library activity in the community. A number of formulas are available for helping to determine a library's staff requirements. (See Appendix B and Appendix C.)	
	a) The library has in place a process for regularly assessing the number of staff required to meet community needs (as determined, for example, by such circumstances as level of activity, number of users, and total hours open). Where the existing number of staff has been determined to be inadequate, the library has a plan in place to improve the situation.	Y <input type="checkbox"/> N <input type="checkbox"/>
	b) To meet the administrative, technological, and service management requirements of the library, the library board employs one or more permanent paid staff.	M Y <input type="checkbox"/> N <input type="checkbox"/>
	c) To meet administrative, management and service preparation duties, staff are provided with paid time outside of hours devoted to working with the public.	Y <input type="checkbox"/> N <input type="checkbox"/>

3.1.7	<p>Level of training of CEO - <i>Few decisions that a library board makes are more important than selecting the right person to manage the library operations and staff. A CEO who possesses formal library education, appropriate skills and expertise is key to the board achieving its goals and fulfilling its plans. The level of training appropriate for a CEO is related to the library service needs of the particular community and to the degree of complexity of the local library operation. The board of small libraries might find the EXCEL certificate to be an appropriate level of library training for the CEO, while a higher level of library training may be more appropriate for larger more complex libraries. If it is the case that the person who has primary responsibility for managing the library's operations and staff is other than the CEO of the board, but reports to a CEO, the Guideline 3.1.7 may apply to that person rather than to the CEO.</i></p> <p>The CEO has completed formal library education which is appropriate both to the needs of the community and to the complexity of the library operation.</p> <p>Recognized Levels of Training: 1. ALA Accredited graduate degree 2. College Diploma in Library Techniques 3. Excel Certification</p>	<p>M</p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p>
3.1.8	<p>Continuing education and training - The library encourages continuing education and training for its staff and makes provision for this in its policy, its long-range plan, and in its budget to an amount not less than 1% of its total wages and benefits (e.g. by providing financial support for staff to enroll in the EXCEL programs, or to attend library conferences and other training programs and events, either in person or through e-learning technologies).</p>	<p>Y <input type="checkbox"/> N <input type="checkbox"/></p>

<p>3.2 Library Collections <i>Studying the community's demographic and economic situation, identifying what parts of the community are growing, what activities are most popular, what interests exist, what businesses are present, etc. provide the library with essential information in determining priorities for library service. Overall library priorities are translated into priorities for physical and electronic collection development.</i></p>		
3.2.1	<p>Content and size of collection - The library has a process in place for regularly assessing the content and size of the collection required to meet community needs. (Materials may be owned by the individual library or shared with a group of libraries in a materials pool.) Where the existing content and/or size of the collection have been determined to be inadequate, the library has a plan in place to improve the situation. (See Appendix B)</p> <p>[The library currently holds _____ volumes per capita in its physical collection] [The library currently provides access to the provincial collection of e-resources]</p>	<p>Y <input type="checkbox"/> N <input type="checkbox"/></p>

3.2.2	Collection policy - The library has established and adopted written policy concerning the library's collection which addresses such issues as: responsibility for collection development and selection; selection criteria; weeding; disposition of gifts; intellectual freedom; complaints about the collection; organization of the collection.	M Y <input type="checkbox"/> N <input type="checkbox"/>
3.2.3	Intellectual Freedom - The library's collection development policy incorporates the concept of Intellectual Freedom, and endorses the Intellectual Freedom statement or manifesto of Canadian Library Association, Ontario Library Association, or a statement developed by the library itself.	M Y <input type="checkbox"/> N <input type="checkbox"/>
3.2.4	Collection plan - The library has established a written collection development plan reflecting the library's collection priorities. The plan includes long and short term objectives, as well as a buying plan.	Y <input type="checkbox"/> N <input type="checkbox"/>
3.2.5	Collection maintenance procedures -- Concise written procedures are in place for the acquisition and withdrawal of materials within the library's collection. These procedures reflect known authoritative standards and practices such as the CREW guidelines, and utilize established or known functions within the library's automated system to access or reports on the number of items entering and leaving the collection.	Y <input type="checkbox"/> N <input type="checkbox"/>
3.2.6	Languages - The library offers materials in a suitable variety of languages reflecting the community's needs.	Y <input type="checkbox"/> N <input type="checkbox"/>
3.2.7	Acquisitions - <i>The library collection is a dynamic resource which requires a constant inflow of new material and outflow of old material to maintain its relevance to the community and an acceptable level of accuracy.</i> On an annual basis, the library adds new materials to its collection at a rate and in formats that are sufficient to maintain a reasonable level of currency, accuracy and accessibility.	Y <input type="checkbox"/> N <input type="checkbox"/>
3.2.8	Withdrawals - A regular and on-going program of removing unreliable, out-of-date, and worn out items is carried out to: maintain the accuracy, currency and relevance of the contents of the collection; and to control the overall size of the collection and the amount of library space it occupies.	Y <input type="checkbox"/> N <input type="checkbox"/>
3.2.9	Collection use - <i>The degree to which a library's collection successfully meets the needs of the local community is reflected in the use of the collection.</i> The library has in place methods that accurately measure collection use, methods that keep track of the number of items borrowed or accessed/downloaded by users (i.e. circulations) and of the number of items used on library premises (i.e. in-library uses) and incorporates this information into its planning process. <i>A measure that is frequently used to compare the effectiveness of library collections is the number of circulations per capita of the community served. (See Appendix B.)</i> [The library's annual rate of circulations per capita is _____.]	Y <input type="checkbox"/> N <input type="checkbox"/>

3.2.10	Inventory - An inventory of the library's collection, ensuring that the catalogue accurately reflects the contents of the collection, is carried out on a regular basis and is completed at least once every five years.	Y <input type="checkbox"/> N <input type="checkbox"/>
3.2.11	Labeling - Items in the collection are labeled in a way that is consistent and facilitates ease of access by the public and staff (e.g. with labeling that indicates: the location of the item on the shelf, including classification code; target audience - adult, young adult, juvenile, pre-reader; in the case of fiction, genre; format - large print; and language).	Y <input type="checkbox"/> N <input type="checkbox"/>
3.2.12	Arrangement - Items in the physical collection are arranged in a logical and well ordered sequence, allowing for convenient browsing and quick retrieval by the public and staff.	Y <input type="checkbox"/> N <input type="checkbox"/>

3.3 Facilities <i>The library board should strive to provide a physical setting for library service that is inviting to the public and that provides adequate space to store and display the library's physical collection, adequate space for the library staff to carry out their duties in an efficient and comfortable setting, and adequate space for the public to make proper and convenient use of the library's equipment, resources and services. Library facilities should have a technology infrastructure that enables staff to carry out their duties efficiently and enables library users to access the library's technology-based services and collections with ease. For guidelines which address the issue of access for users with disabilities, see Section 2.3.</i>		
3.3.1	Space - <i>The amount of space required by a public library depends on the unique needs of the individual community. A number of methods are available to assist libraries in determining their space requirements. (See Appendix B)</i> The library has undertaken a planning process which has examined the library's space requirements in light of local needs. Where the existing space has been determined to be inadequate, the library has a plan in place to improve the situation.	Y <input type="checkbox"/> N <input type="checkbox"/>
3.3.2	Areas of the library - Distinct areas of the library are designated for various services and functions (e.g. adult services, children's services, library staff work and rest, storage, etc.). Where areas are designated for specific user groups, equipment and infrastructure compatibilities are taken into account (e.g. internet access, computer stations).	Y <input type="checkbox"/> N <input type="checkbox"/>
3.3.3	Public use areas - As determined by local needs, the library space is arranged to provide room for activities such as: study informal reading public use of library equipment use of personal equipment by the public community and cultural activities.	Y <input type="checkbox"/> N <input type="checkbox"/>
3.3.4	Temperature - The library provides temperature control for the comfort of the public and staff and for the protection of assets.	Y <input type="checkbox"/> N <input type="checkbox"/>
3.3.5	Interior lighting - Lighting levels are adequate in all areas (e.g. in book stack areas, general reading and staff areas, computer stations, reading tables and carrels). (See Appendix B.)	Y <input type="checkbox"/> N <input type="checkbox"/>

3.3.6	Environmental Awareness – Wherever possible, the library adopts practices (e.g. recycling, using both sides of paper, refilling ink cartridges etc.) that adhere to sustainable guidelines.	Y <input type="checkbox"/> N <input type="checkbox"/>
3.3.7	Shelving capacity - The amount of shelving is sufficient to store and display most materials without overcrowding.	Y <input type="checkbox"/> N <input type="checkbox"/>
3.3.8	Public washrooms - Conveniently located washrooms are provided for public use.	Y <input type="checkbox"/> N <input type="checkbox"/>
3.3.9	User Space (Seating) - <i>Provision must be made for the use of library services and materials by the public on library premises.</i> The library provides adequate seating for leisure reading, as well as table space and/or carrels for study purposes and consultation of library materials. (See Appendix B) [The library's current user capacity is _____ user spaces.]	Y <input type="checkbox"/> N <input type="checkbox"/>
3.3.10	Furniture - The library provides furniture that is appropriate for the target user (e.g. child sized tables and chairs are provided in the children's area).	Y <input type="checkbox"/> N <input type="checkbox"/>
3.3.11	Return of materials - Provision has been made for the return of library materials when the library is closed.	Y <input type="checkbox"/> N <input type="checkbox"/>

3.4 Safety, Security and Emergencies <i>The library board is responsible for providing a safe and secure environment for library staff as they carry out their duties and for members of the public who use the library.</i>		
3.4.1	Policy - The library has policies in place to deal with safety, security and emergency issues (such as: members of the public who pose a real or potential threat to the safety and well-being of other users and/or library staff; animals other than service animals; use of roller blades, etc; blocking of aisles, doorways and stairways; weapons; See also 3.4.7 & 6.1.2.)	M Y <input type="checkbox"/> N <input type="checkbox"/>
3.4.2	Emergency procedures - The library has written emergency procedures and has a process in place to ensure that staff are trained in implementing them (e.g. health emergencies; evacuation plan; bomb threats; evacuation procedures to assist people with disabilities).	M Y <input type="checkbox"/> N <input type="checkbox"/>
3.4.3	Emergency equipment & facilities - The library provides emergency equipment appropriate for the size of the library (e.g. smoke and fire alarms; emergency lighting; as well as evacuation routes; fire extinguishers; emergency first aid supplies).	M Y <input type="checkbox"/> N <input type="checkbox"/>
3.4.4	Supervision - All areas of the library open to the public are supervised by library staff, with clear lines of sight or video supervision of staff work areas and public areas.	Y <input type="checkbox"/> N <input type="checkbox"/>

3.4.5	Working alone - If and when staff are required to work alone in the library, the board has developed policies and procedures to help ensure staff security and safety (e.g. with respect to opening and closing the library, emergency situations, limits on potentially hazardous work).	M Y <input type="checkbox"/> N <input type="checkbox"/>
3.4.6	Exterior lighting - The library entrance, staff entrance, and parking area are clearly illuminated at night.	Y <input type="checkbox"/> N <input type="checkbox"/>
3.4.7	Workplace Violence – The library has a policy in place that adheres to relevant provincial and/or federal legislation on workplace violence.	M Y <input type="checkbox"/> N <input type="checkbox"/>
3.4.8	Harassment - The library has a policy in place that adheres to relevant provincial and/or federal legislation on harassment.	M Y <input type="checkbox"/> N <input type="checkbox"/>
3.4.9	Code of Behaviour - The library has a policy in place that outlines appropriate behaviour in library facilities, and sets out consequences when these appropriate behaviours are not met.	M Y <input type="checkbox"/> N <input type="checkbox"/>

3.5 Privacy and Access to Information

The library board is responsible for safeguarding any personal information that it collects and uses pertaining to both the library staff and members of the public who use the library.

3.5.1	Privacy and Access to Personal Information Policy - The public library has in place written policy which addresses the retention, security and storage of patron information according to applicable federal and provincial legislation. The public library has also addressed via written policy how requests for information from individuals, law enforcement and other authorities are to be addressed by library staff.	M Y <input type="checkbox"/> N <input type="checkbox"/>
3.5.2	Privacy and Access to Information Procedures – The library has procedures in place for the collection, access, use and disposal of personal data in various formats.	M Y <input type="checkbox"/> N <input type="checkbox"/>

SECTION 4 – Services

4.1 Service Level

Each library system must determine the service level, which is the nature of the service, which will be offered to the public, whether the library has one branch or 33. Where there are several branch libraries, the hours and services offered in each of these branch libraries should be based on the needs and characteristics of the local community it is meant to serve.

4.1.1	Service Level - The library has a written process in place for- reviewing the level of service for the library, and any and all other locations in the library system (e.g. number of hours open, types of materials, electronic infrastructure, and types of services).	Y <input type="checkbox"/> N <input type="checkbox"/>
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4.2 Lending of library materials		
<i>Public libraries are by tradition lending institutions. That is, library members are encouraged to borrow materials and are given responsibility for the care of those materials for a set period of time, after which the materials must be returned to be made available to other users. In order that access to materials for loan is convenient and fair for all users, and to control the flow of physical materials in and out of the library, a well thought-out and organized process must be in place.</i>		
4.2.1	Lending collection - The library makes available to the public a physical collection of books and other library materials which may be borrowed by registered members for a specified period of time.	Y <input type="checkbox"/> N <input type="checkbox"/>
4.2.2	Online collection - The library makes available to the public an online collection of books and other materials which may be borrowed/downloaded by registered members for a specified period of time.	Y <input type="checkbox"/> N <input type="checkbox"/>
4.2.3	Circulation policy - The library board has established and adopted policy governing the circulation of library materials which addresses such issues as: who may borrow materials; what may be borrowed; loan periods; overdue loans and penalties; renewal of loans; reserving of loans; lost or damaged materials; and circulation records.	M Y <input type="checkbox"/> N <input type="checkbox"/>
4.2.4	Holds - The library offers a “holds” service, whereby library members may request to be notified of the availability of materials which are on loan to other members or are in the process of being prepared for public use.	Y <input type="checkbox"/> N <input type="checkbox"/>

4.3 Reference and information service		
<i>Reference and information service involves a process by which trained library staff endeavor to satisfy the information needs of library users by accurately identifying the information required and then either guiding the user to the most appropriate information source or providing the information itself.</i>		
4.3.1	Reference and information service - The library has in place trained staff (a record of previous training will be consulted) to provide answers to queries and requests for information posed by library users.	M Y <input type="checkbox"/> N <input type="checkbox"/>
4.3.2	Reference and information policy - The library has established and adopted policy governing the provision of reference and information service, which addresses such issues as: which members of the staff are responsible for providing reference and information service; accessibility of information for persons with disabilities; limits to assistance provided; how telephone, fax, online, email and other electronic requests are handled; which types of questions staff will not attempt to answer; timeliness and accuracy of responses; how the reference collection is maintained and by whom; how unanswered questions are dealt with; when users are referred to other agencies; and what statistics and other records are kept.	M Y <input type="checkbox"/> N <input type="checkbox"/>
4.3.3	Reference resources - The library provides vetted and authoritative materials dedicated to information retrieval by library users and staff in the appropriate language(s). These materials can be in physical and/or electronic format.	M Y <input type="checkbox"/> N <input type="checkbox"/>

4.3.4	Remote requests - The library accepts requests for information by telephone and fax, and by online, chat, email and other electronic means.	Y <input type="checkbox"/> N <input type="checkbox"/>
4.3.5	Monitoring of service - The library has in place a process for the regular recording and measuring the number and types of requests for information that are made (in person, by telephone and fax, and by online, email and other electronic means) as well as which requests have or have not been answered satisfactorily. This information is incorporated into the library's planning process.	Y <input type="checkbox"/> N <input type="checkbox"/>

4.4 Readers' advisory service
Readers' advisory service is the process of matching users with materials, and materials with users. It answers questions that have more to do with users' leisure needs than with their information needs.

4.4.1	Guidance and assistance - The library staff provides guidance and assistance to library users as to which library materials will most suit their needs (e.g. by identifying the author of books featuring a certain character; determining the order of a series; directing library users to materials about a certain time period or in a particular genre, or to biographies about a certain person), or to the availability of accessible materials or appropriate support for same, when available.	M Y <input type="checkbox"/> N <input type="checkbox"/>
4.4.2	Advisory aids - For the convenience and guidance of adult, young adult and juvenile users, and in the language(s) appropriate to the community, the library promotes fiction and other creative works by individual authors and creators, or on themes which it believes will be of particular or current interest (e.g. through the use of materials lists, book-talks, special displays, web content, databases, etc.).	Y <input type="checkbox"/> N <input type="checkbox"/>

4.5 Children's services
Children's service involve services to library users who are infants, pre-schoolers and school aged children up to about grade six or seven. Children require services that are designed especially for them because of their different levels of intellectual, emotional and physical development.

4.5.1	Children's services policy - The library has established and adopted policy governing the provision of children's services, which deals with such issues as: supervision; unattended children; accessibility for children with disabilities; access to the adult collection; the library's relationship with local schools (e.g. curriculum support); an endorsement of OLA's <i>Children's Rights in the Public Library</i> statement.	M Y <input type="checkbox"/> N <input type="checkbox"/>
4.5.2	Children's collection - The library provides a collection of library materials which is designated primarily for use by children or their caregivers.	M Y <input type="checkbox"/> N <input type="checkbox"/>
4.5.3	Reference and readers' advisory service - Library staff working with children provide reference and readers' advisory services appropriate to the age levels of these users.	Y <input type="checkbox"/> N <input type="checkbox"/>
4.5.4	Early Literacy – The library has collections and programs to support the development of early literacy.	Y <input type="checkbox"/> N <input type="checkbox"/>

4.6 Young Adult services <i>Young adult services involve library users ranging in age from twelve to eighteen years. Young adults require library services that will assist them in their transition from childhood to adulthood.</i>		
4.6.1	Young adults' policy - The library has established and adopted policy governing the provision of young adult's services, which deals with such issues as: accessibility for young adults with disabilities, the library's relationship with local schools (e.g. curriculum support); an endorsement of OLA's Teens' Rights in the Public Library statement.	M Y <input type="checkbox"/> N <input type="checkbox"/>
4.6.2	Young adults' collection - The library provides a collection of materials which is designated primarily for use by young adults and designed to appeal to the changing reading levels, interests and information needs of this group.	M Y <input type="checkbox"/> N <input type="checkbox"/>
4.6.3	Reference and Readers' advisory service - Library staff working with young adults provide reference and readers' advisory services appropriate to the various age levels of these users.	Y <input type="checkbox"/> N <input type="checkbox"/>

4.7 Services to linguistic, cultural and newcomer groups and people <i>Given the growing diversity in the demographic makeup of many Ontario communities, public libraries should plan to develop resources and implement programs to meet the unique library needs of local linguistic, cultural and newcomer groups.</i>		
4.7.1	Community need - The library has determined what needs exist for the provision of library services to linguistic and cultural groups and people (e.g. francophone and First Nation citizens, and newcomers). Where there is a demonstrated need, the library board has established and adopted policy governing the provision of services to these groups and offers services as appropriate, either on its own or in conjunction with other local organizations.	Y <input type="checkbox"/> N <input type="checkbox"/>
4.7.2	Collections - Where appropriate, the library provides a collection of library materials which is designated primarily for use by linguistic, cultural and newcomer groups within the community.	Y <input type="checkbox"/> N <input type="checkbox"/>
4.7.3	Reference and readers' advisory service - Library staff working with linguistic, cultural and newcomer groups within the community provide reference and readers' advisory services appropriate to these users.	Y <input type="checkbox"/> N <input type="checkbox"/>

4.8 Programming		
<i>Programming refers to recreational, educational or cultural group events or activities provided by the library. Programs may be aimed at children, young adults, adults, seniors, or a combination of age groups. They can take place in the library, and/or in the community, and/or online. They can be on-going, in a series, or one-time events. Programs are used to provide information, increase awareness and promote use of the library's services.</i>		
4.8.1	Community need - The library has determined what community needs exist for what types of programs, in what format (on site, in the community, and/or online) and for which age levels. (For example, programming is an integral part of most children's services and is used to promote lifelong use of libraries, to stimulate a love of literature and reading, and to impart important information and skills.). Where there is a demonstrated need, the library offers programs to the community as appropriate, either alone or in conjunction with other local organizations (e.g. story hour for pre-school children; reading clubs; social networking activities, lectures; demonstrations; author readings). (See Appendix C.)	Y <input type="checkbox"/> N <input type="checkbox"/>
4.8.2	Programming policy - The library has established and adopted policies and/or procedures which address such issues as: what types of programs are to be provided to what parts of the community; who is responsible for developing and running programs; whether charges should be made for participating in programs.	M Y <input type="checkbox"/> N <input type="checkbox"/>
4.8.3	Formal process - The library follows a formal process for planning, preparing and evaluating library programs. Attendance statistics are recorded, along with the number and types of programs provided. (e.g. literacy programs, computer training programs, children's programs, young adult programs, etc.).	Y <input type="checkbox"/> N <input type="checkbox"/>

4.9 Community Information		
<i>The public library may have an important role to play as a source of general information about community organizations and events.</i>		
4.9.1	4.9.1 - Community Information Policy - The library has established and adopted policies and/or procedures to address the provision of community information or a process for referrals to other local bodies which would address such issues as: what types of community information are to be provided; how this information will be kept current; how it will be made available (e.g. in print or online) to library patrons wishing to access community information. (See Appendix C)	M Y <input type="checkbox"/> N <input type="checkbox"/>

4.10 Local history <i>Every community has a responsibility to collect and preserve materials which have a special relevance to its unique history. The public library may have an important role to play in making this information available to the community.</i>		
4.10.1	<p>Local history Policy - The library has established and adopted a policy which addresses such issues as: what types of local history materials are to be collected; whether resources related to local genealogy are to be circulated; what geographic area is to be covered; what techniques or methods are to be used for preservation of the materials; procedures on public use of the materials in the collection or as archived by the library or library partners in the community.</p> <p>Local history materials could include books, periodicals, audio recordings, video recordings, materials for the disabled, electronic and on-line products, archival and local history materials, and materials in languages reflecting local linguistic groups).</p>	<p>M Y <input type="checkbox"/> N <input type="checkbox"/></p>
4.10.2	<p>Digitization – The library has established and adopted policy and procedures which address digital local history needs. If such need is identified, the library has implemented standardized processes and practices to electronically preserve, access, share and retain copies of digitized local history materials. If there is another organization in the community currently completing this work it is not required for libraries to duplicate this work.</p>	<p>Y <input type="checkbox"/> N <input type="checkbox"/></p>

4.11 Community space <i>Providing space on library premises for public meetings and gatherings is a form of service offered by many libraries.</i>		
4.11.1	<p>Public meeting room policy - If the library makes a public meeting room available, the library has established and adopted policy which address such issues as: accessibility; who is eligible to use the facility; the rules and regulations; the respective responsibilities of the users and the library; fees, if any; booking; cleanup; liability.</p> <p>(Note: Only score if library has a public meeting room.)</p>	<p>M Y <input type="checkbox"/> N <input type="checkbox"/></p>

SECTION 5 – Co-operation and Partnerships

5.1 Resource Sharing <i>As each library collection is unique, and as no single collection can satisfy all the needs of all its users, public libraries can greatly enhance their service by sharing materials. The act of sharing advances the principle of equity of access by mitigating regional disparities in library service.</i>		
5.1.1	Interlibrary loan service - When a user's information needs cannot be met by the local library's own collections and information resources, the library provides a service to its users of borrowing materials from other libraries (i.e. Interlibrary loan service). The library provides access to the collections of other libraries through the province-wide resource-sharing system, INFO and promotes this service (e.g. through appropriate signage, brochures, information on the library website etc.).	M Y <input type="checkbox"/> N <input type="checkbox"/>
5.1.2	Participation in INFO - The library has made all or part of its physical collection available for loan to other libraries through participation in the Information Network for Ontario (INFO).	Y <input type="checkbox"/> N <input type="checkbox"/>
5.1.3	Resource sharing policy - The library board has established and adopted policies which address such issues as: lending of materials to other libraries within INFO and outside of INFO; the type of materials it is prepared to lend or not lend; the length of time for which materials will be lent; when it will request materials from other libraries; method of shipment; lost or damaged materials.	M Y <input type="checkbox"/> N <input type="checkbox"/>
5.1.4	Technology-related cooperation – <i>Technology-related goals which are out of the reach of individual libraries alone have been shown to be achievable through partnership and cooperation between individual libraries. Examples include: the Ontario Library Consortium and JASI, which each enable small libraries to automate their processes as part of an integrated library system partnership. Other Ontario projects have demonstrated that diverse technology projects can become cost-effective through partnership (e.g. shared technical support, consortium licensing of reference databases).</i> To strengthen and enhance service to its users, the library participates with organizations beyond its own community that enhance its ability to deliver technology-related services to the community, to provide technology training for its staff, or to enhance the library's efficiency in service delivery, library promotion, programming, administration, and communications.	Y <input type="checkbox"/> N <input type="checkbox"/>

5.2 Links with other organizations and individuals		
<i>The benefits of co-operation with other organizations include less duplication of service, a combining of resources for maximum effect, and an overall improvement in community services. Volunteers may in some cases be of great assistance in helping the library carry out special tasks or projects (e.g. fundraising).</i>		
5.2.1	Community Partnerships - The library has established partnerships with other organizations in the community in order to coordinate resources and actions, thereby jointly improving service to the community (e.g. with schools, literacy programs, chambers of commerce, heritage groups, government offices, public Internet access organizations and advocate groups).	Y <input type="checkbox"/> N <input type="checkbox"/>
5.2.2	Broad-based Partnerships - To strengthen and enhance service to its users, the library participates with organizations beyond its own community; for example, by being an active member in regional, co-operative organizations (e.g. the Federation of Ontario Public Libraries, the Ontario Library Consortium, the Information Network for Ontario), by taking advantage of provincial and federal funding programs and opportunities, and by participating in Ontario Library Service and Ontario Library Association committees.	Y <input type="checkbox"/> N <input type="checkbox"/>
5.2.3	Volunteers Policy - Where a library uses volunteer help from individuals in the community, the library board has established and adopted policies which address such issues as: types of tasks to be performed, enlistment of volunteers, retention of volunteers, how volunteers fit into the overall operation of the library.	M Y <input type="checkbox"/> N <input type="checkbox"/>

SECTION 6 – Use of technology

Public libraries need technology infrastructure and equipment suitable to the various tasks they perform, whether the task is to provide a direct service to the community (such as access to the library's collections or to resources available on the Internet), or to support the core functions of the library such as maintaining the collections, checking loans in and out, and communicating with users, colleagues and suppliers. To cover all aspects of technology, the complete document should be referenced as technology issues may also be found within other guidelines, such as 2.3.8 on accessible technology.

6.1 Technology policy, planning and administration

Managing technology and its uses within the public library is complex, and affects the entire organization. Many aspects of technology use are governed by legislation, codes of practice, and local policy decisions. It is therefore essential that the library has a clear policy framework governing technology and its use. Throughout this portion of the guidelines, the library board and public library will demonstrate written policy and procedures which address various aspects of technology use within the public library.

6.1.1	Public Access and Use of Computers Policy -The public library has in place a policy that addresses criteria for public access to library computers and concise terms of use which clearly define the rules and regulations for the use of all library technological equipment.	M Y <input type="checkbox"/> N <input type="checkbox"/>
6.1.2	Acceptable Use of Equipment, Software and Networks Policy - The public library has in place policy which defines acceptable use of the internet, software and networks. This statement will include accessing library networks via personal electronic devices. This policy will treat issues such as (liability, acceptable behaviour, speak to downloading activities, viruses, security of information and user responsibilities)	M Y <input type="checkbox"/> N <input type="checkbox"/>
6.1.3	Internet Filtering and Control of Information Statement - The public library has formally addressed via a written statement on its position on filtering and control of electronic information via online and internet resources in their public library. This statement is made available to patrons and guardians to inform them of library policy.	M Y <input type="checkbox"/> N <input type="checkbox"/>
6.1.4	Staff Use of Technology – The library has in place a policy on staff use of technology with respect to their jobs and personal use of library computers.	M Y <input type="checkbox"/> N <input type="checkbox"/>
6.1.5	Technology plan – The library has in place a plan for acquiring, servicing, upgrading and replacing electronic networks, equipment and software applications for both staff and patron use. The plan considers the library's existing technology, technology potential, and the impact of future trends on library services. IT includes strategies for funding, staffing, training and technology support as required.	M Y <input type="checkbox"/> N <input type="checkbox"/>
6.1.6	Technology budget – Stable funding for IT replacement and upgrading, and for IT staff support, is essential for successful delivery of library services. The library makes provisions in its budget for a regular/ongoing schedule of servicing and replacement of equipment and software and for other elements as set out in its technology plan.	Y <input type="checkbox"/> N <input type="checkbox"/>
6.1.7	Business continuity and disaster plan - The library has considered and prepared for local interruptions to technology-based services (such as power outages or technical issues) as well as major disruptions or failures (such as grid failures or fire damage). The written plan establishes how the library will maintain essential technology services during short-term or limited interruptions to service (e.g. the ILS goes down), and for recovering data in the event of short-term or catastrophic failure. It includes communicating the plan to staff, and training them in its implementation. The business continuity and disaster plan may be part of the overall library or municipal continuity and disaster plan.	Y <input type="checkbox"/> N <input type="checkbox"/>
6.1.8	Security – The library takes appropriate measures for protecting computer equipment, networks, applications and data from theft, corruption and unauthorized access. This includes data backup practices, access protocols to data, and the presence of up-to-date firewalls and virus protection.	M Y <input type="checkbox"/> N <input type="checkbox"/>

6.2 Communication and Computer Networks <i>Public services can only be efficiently provided if they are integrated with electronic communication networks such as phone, email, the Internet, and other networks.</i>		
6.2.1	Telephone – The library has at least one line dedicated to telephone use, with a number listed under the library’s name.	M Y <input type="checkbox"/> N <input type="checkbox"/>
6.2.2	Internet connectivity – The library is connected to the Internet with a minimum bandwidth of 1Mbps download speed. If this is not available, the library is connected to the Internet with the best speed/bandwidth available in the community.	M Y <input type="checkbox"/> N <input type="checkbox"/>
6.2.3	Internet public access - The library provides free use of the Internet for access to: the library’s catalogue and membership services; its electronic collections and services; for sending and receiving communications through such means as email or social networking sites.	M Y <input type="checkbox"/> N <input type="checkbox"/>
6.2.4	User authentication – The library provides convenient access to resources that are restricted to library members only, such as electronic collections or subscription databases. User authentication software minimizes how often the end-user has to enter membership or other authentication data.	Y <input type="checkbox"/> N <input type="checkbox"/>
6.2.5	Local Area Networks (LANs) – The library has a LAN linking equipment and functions appropriately (e.g. a LAN that links public access computers to a printer, or that enables several computers to access network-based software).	M Y <input type="checkbox"/> N <input type="checkbox"/>
6.2.6	E-mail – Staff have access to a library (or municipal) e-mail system for the purposes of sending and receiving work-related emails, responding to information requests and enquiries, or other communication needs.	M Y <input type="checkbox"/> N <input type="checkbox"/>

6.3 Equipment		
6.3.1	Inventory – The library has an up-to-date inventory of its technology equipment and software licences, and has a schedule for inventory-taking and updating, at minimum once a year.	Y <input type="checkbox"/> N <input type="checkbox"/>
6.3.2	Wireless networks –The library has installed wireless networks for public and staff access.	Y <input type="checkbox"/> N <input type="checkbox"/>
6.3.3	New Trends and Emerging Technology - The library demonstrates an interest in new trends and emerging technology through research, studies or the application of emerging technologies in their programming, services or staff training. These interests reflect current trends or practices in the realm of library 2.0/3.0 or Internet Technology.	Y <input type="checkbox"/> N <input type="checkbox"/>

6.4 Library software <i>Library software, such as an integrated library system, enables a library efficiently to carry out essential and often complex processes related to administering resources and making them available to the public.</i>		
6.4.1	Integrated library system (ILS) The library either operates or is a participant in an ILS which has, as a minimum, cataloguing and circulation functions and a web-based catalogue. Members can check their membership record, renew loans, and reserve materials either at the library or on the web version of the ILS.	M Y <input type="checkbox"/> N <input type="checkbox"/>
6.4.2	ILS Records - The library has in place procedures and schedules for purging outdated records such as missing materials, and members who have been inactive for two years or more. (An 'active' member is one who has used his or her borrower's identification to borrow an item from the library's collection or to access a library service, including an online service provided by or through the library.)	Y <input type="checkbox"/> N <input type="checkbox"/>
6.4.3	Software applications for public service functions – <i>The library has an important role in the community providing public access to computers, and as such may provide facilities for word-processing and other community use of computers, as well as access to core library services (e.g. catalogue, Internet access).</i> The library has office applications and other relevant software applications available for public access.	Y <input type="checkbox"/> N <input type="checkbox"/>
6.4.4	Training of users - The library ensures that users have access to training in the basic use of the computers in the library, how to use the public online catalogue and member services, and how to make effective use of web sites and electronic information resources available on the library's computers.	Y <input type="checkbox"/> N <input type="checkbox"/>
6.4.5	Office software applications for staff use – The library has office or web applications for staff use such as e-mail, word-processing and spreadsheets. It may have additional applications that contribute to the library's administrative efficiency e.g. financial software, desktop publishing software, training software.	Y <input type="checkbox"/> N <input type="checkbox"/>

6.5 Library websites and web-based services <i>The World Wide Web is an essential channel through which an organization delivers services, publicizes its presence, and interacts with its community. A dynamic, well-planned and up-to-date web presence extends the library's reach in the community, offers additional services, and may be the primary form of access to the library for people with restricted mobility.</i>		
6.5.1	The library website - The library has its own website, or has web pages within the municipality's website. The web site has been designed according to a clear plan which follows appropriate web protocols and/or standards. Website visitors can navigate easily to the information or function they require. Where the library's web site is part of the municipality's web site, an agreement is in place that ensures that the library pages are conveniently signposted from the site's landing page, and that they meet the <i>Ontario Public Library Guidelines</i> for library web sites and web-based services.	M Y <input type="checkbox"/> N <input type="checkbox"/>
6.5.2	Library information – The website includes up-to-date information about the library, e.g. library services, locations, programs, hours, telephone/email, membership, board information, contact information, policies relevant to public library use and library forms (e.g membership forms, user agreements for Internet use, etc).	M Y <input type="checkbox"/> N <input type="checkbox"/>
6.5.3	Library collections – The website has up-to-date information about the library's collections. It may have information on the various collections in the library, highlights about new titles, and information on the electronic databases/e-resources as well as links to reading guides.	Y <input type="checkbox"/> N <input type="checkbox"/>
6.5.4	Reference and information services – The library website provides access to at least one current electronic information resource or database (e.g. <i>Canadian Encyclopedia</i>), and access to this service is properly promoted.	Y <input type="checkbox"/> N <input type="checkbox"/>
6.5.5	Online reference and information inquiries – Through the website, visitors can email staff or initiate live chat to access the library's reference services. The website lists the times the online chat service is available, and the timeframe for responding to emails.	M Y <input type="checkbox"/> N <input type="checkbox"/>
6.5.6	Web sites for specific user groups – The library has sections of the web site, or additional web sites for one or more specific user groups such as children, young adults, and significant cultural or linguistic populations in the community. They are well sign-posted from the library landing page.	Y <input type="checkbox"/> N <input type="checkbox"/>
6.5.7	Interactive services - <i>The Web and the Internet are in a continual state of evolution. Mobile technologies, "Web 2.0" and "Web 3.0" expand the potential for using technology to deliver services and communicate with library users and the wider community.</i> The library has addressed social media and/or mobile technology in its various planning processes. It uses these technologies to enhance its relationships with library users and the community.	Y <input type="checkbox"/> N <input type="checkbox"/>

6.6 Staffing for information technology		
6.6.1	Staff training in technology use - Library staff receive training in how to use library equipment and software applications to carry out their responsibilities efficiently. They are trained to assist the public in how to use equipment and applications intended for public use, as established in library policy. They receive training in basic computer troubleshooting, and procedures for assessing and reporting technology problems. Staff receive training in implementing technology policies and related procedures (e.g. privacy and access to information; business continuity).	M Y <input type="checkbox"/> N <input type="checkbox"/>
6.6.2	Technology expertise – The library has access to skills which support planning, purchasing, configuring and upgrading technology. (E.g. advice from municipal IT department or purchasing department; OLS input).	Y <input type="checkbox"/> N <input type="checkbox"/>
6.6.3	Technical support – <i>computer equipment, software and networks are complex, and skilled technicians are required to install them, maintain their performance, and repair faults in a timely fashion.</i> The library has access to staff that can provide skilled technical support for installing, maintaining and repairing library technology. The library has identified its requirements for technical support in terms of skill levels, knowledge of library technology, availability of support and response times. If the library's technical support doesn't meet its identified requirements at present, the library has an agreed plan for achieving them.	Y <input type="checkbox"/> N <input type="checkbox"/>

Appendix A - Support and Resources Organizations

Federation of Ontario Public Libraries

5120 Yonge Street, Toronto ON M2N 5N9
Telephone: (416) 395-5638, Fax: (416) 395-0743
Web site: www.fopl.ca

Ontario Ministry of Tourism, Culture and Sport

400 University Avenue, 4th Floor, Toronto, ON M7A 2R9
Telephone: (416) 314-0199, Fax: (416) 314-7635
Web site: <http://www.mtc.gov.on.ca/en/libraries/libraries.shtml>

Ontario Library Association

50 Wellington Street East, Suite 201, Toronto, ON M5E 1C8
Telephone: (416) 363-3388, 1-866-873-9867, Fax: (416) 941-9581
Web site: www.accessola.com

Ontario Library Service-North

334 Regent Street, Sudbury, ON P3C 4E2
Telephone: (705) 675-6467, 1-800-461-6348, Fax: (705) 675-2285
Web site: www.olsn.ca

Southern Ontario Library Service

111 Peter Street, Suite 902, Toronto, ON M5V 2H1
Telephone: (416) 961-1669, 1-800-387-5765, Fax: (416) 961-5122
Web site: www.sols.org

Programs

EXCEL: a certificate program in managing a small public library (For further information please contact your Ontario Library Service representative or go to the following link:
<http://www.sols.org/librarydev/training/excel/about.htm>)

Web links

The Joint OLS-North/SOLS Clearinghouse of Professional information is a comprehensive source of information on a diverse range of library topics. It provides links to OLS-N and SOLS information, as well as external sources. You may browse the Clearinghouse using the topical subject list at <http://www.library.on.ca/links/clearinghouse/index.htm> where the section on *Legislation Affecting Public Libraries in Ontario* would be of particular interest.

The Ontario Ministry of Tourism, Culture and Sport maintains a page pertaining to public libraries <http://www.mtc.gov.on.ca/en/libraries/libraries.shtml>. Of particular interest which contains information on Ontario legislation relating to libraries.

Canadian Library Association Position Statements. Posted on the CLA website at
http://www.cla.ca/AM/Template.cfm?Section=Position_Statements

Webjunction (website developed by OCLC) - The mission of WebJunction is to promote learning for all library staff by providing open, affordable online learning communities.

Print publications

Library Trustee Development Program

SOLS has produced a number of publications of benefit to library trustees, all of which are posted on the SOLS Publication page at http://www.sols.org/publications/trustee_development.htm . Publications of interest include **Library Board Development Kit** (2010) and various issues of the *Trustee Tips* and *Trustee 20/20* series (these were published a few years ago, but of continuing interest).

SOLS publications

A list of publications from the Southern Ontario Library Service (SOLS) is posted at <http://www.sols.org/publications/index.htm> . Some of these titles are available electronically while others must be purchased.

Titles in the *Library Development Guide* series include:

- #1 -*Strategic Hiring: A Guide to Staff Recruitment*. (2003).
- #2 -*Coaching for Service and Success: A Guide to Performance Feedback*. (2003).
- #3 -*Creating the future you've imagined: a guide to essential planning*. (2007).
- #4 -*Trillium Public Library: Sample Policies*, Part 1 (2009), Part 2 (2010) and Part 3 (2011).
- #5 -*Making the case for your library's building project*. (2010).
- #6 -*A Guide to Developing a Collection Plan*, (2009).

For planning purposes, another title from SOLS is *The Library's contribution to your community: a resource manual for libraries to document their social and economic contribution to the local community*. Prepared by dma Planning and Management Services and Southern Ontario Library Service (2007).

OLS-North publications

A list of publications from Ontario Library Service-North is posted at <http://www.olsn.ca/index.aspx#>.

Titles in the *OLS-N Toolkits* series include:

- *Marketing Toolkit: Marketing Toolkit #1*
- *Media Relations Toolkit: Marketing Toolkit #2*
- *Branding Toolkit: Marketing Toolkit #3*
- *It Takes a Library to Raise a Community: Community Development Toolkit #1*
- *Crime Prevention and Personal Safety for Your Library and Community: Community Development Toolkit #2*
- *Partnership Tool Kit: Assisting Northern Ontario's Public Libraries in Initiating Community Partnerships*

Other

Accessible Library Services for Persons with Disabilities. Ontario Library Association. 2010.

CNIB Library Partners Program. CNIB

The Complete Library Technology Planner. John M. Cohn and Ann L. Kelsey. Neal-Schuman, 2010.

Cookbooks. Techsoup for libraries. (Cookbooks are tips and techniques compiled by librarians for librarians maintaining computers and electronic services in public libraries)

Electronic Collections Management forms, policies, procedures and guidelines manual. Rebecca Brumley. Neal-Schuman Publishers. 2009. (Covers many policies including web site, copyright, privacy)

Guidelines for rural/urban public library systems. Administrators of Rural/Urban Public Libraries of Ontario, 2012.

Technology made simple: an improvement guide for small and medium libraries. Kimberly Bolan and Robert Cullin. ALA Editions. 2007.

TechNotes. Public Library Association.

Appendix B - Aids to Measurement

Library planners may wish to consult the following tools for assistance in comparing certain measures of their libraries to those of other Ontario public libraries, or to standards or recommendations set out by various library organizations. Ontario sources have been cited where available.

A Note on the Tables

The tables of comparative figures that follow are based on Ontario public library data collected in 2009 by the Ontario Ministry of Tourism, Culture and Sport.

Population Category - The figures have been arranged in columns according to Population Category. Each category represents a population range. A library serving a population of seven thousand would, for example, consult the 5,000 to 10,000 population column. For those measures which describe per capita service levels, the population categories are based on 'service' population, which includes the population of a library's own community as well as the populations of any municipalities, local services boards and/or First Nation bands that **contract** for service with that library. Libraries showing no local operating support and/or no staffing expenditure were excluded in determining the percentiles.

Levels - Under each Population Category, the figures have been divided into four rows or 'Levels'. The Levels One, Two, Three and Four are based on the 0-25th, 25-50, 50-75 and 75-100 percentiles respectively for that category. This will allow library planners to compare their own measures with those of other Ontario public libraries in the same population category and determine their relative place on the scale from Level One to Level Four. This information may then be incorporated into the library's planning process. For example, a library with a figure in the neighborhood of Level One may decide to try to increase that figure to Level Two or Level Three over a certain period of time.

1. Staffing

Option A) Guidelines for rural/urban public library systems, 2nd edition, Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO), 2012.

Note: document is posted in *Joint OLS-North/SOLS Clearinghouse of Professional Information* at http://www.sols.org/links/clearinghouse/accreditation/resources/ARUPLO_Guidelines_2nd_edition_Jan2012.pdf

With increasing public expectations, technology-based services and operations, and the fundamental change in library services, all library employees require formal library education and training. The following guidelines indicate both the minimum number of staff and their professional qualifications. Other desirable approaches to staffing are described as best practices in section 4.

These guidelines are based on the organizational, communication and operational challenges of staffing a multi-branch system and ensuring a professional team is in place to deliver and manage all functional requirements of a full library system.

Definitions:

- Professional librarians are defined as having a Master's degree in library or information science from an accredited university.
- Library technicians are defined as having a diploma in library techniques from a community college.
- The EXCEL Certificate Program in Small Library Management is a distance education program for library workers without formal library training and is administered by the Southern Ontario Library Service.
- FTE = Full-time equivalent.

1. Staffing (continued) - Option A (continued)

Each library system has professional librarians that are used on a system-wide basis. The Library Administrator for each system is a professional librarian. One third of all system-wide staff are professional librarians; for every 10,000 people or part thereof, one of the full-time equivalent staff is a qualified librarian.

In **addition** to minimum staff levels indicated in the guidelines, staffing should correspond to workload. The demands of library service transactions per staff hours can be used as a guide, with 13 transactions per staff hour providing adequate time to deal with circulation and reference work.

Small Branches: Branches serving catchment areas of 1,000 – 5,000 population

Post-secondary and/or library training

Excel and/or Library Technician training

2.5 FTEs (includes administration, system functions and service delivery)

Medium Branches: Branches serving catchment areas of 5,000-10,000 population

Branch Supervisor: Professional librarian or post-secondary and library training

Branch Assistant: Excel and/or Library Technician training

2.5 – 5 FTEs

Large Branches: Branches serving catchment areas of 10,000-35,000 population

Branch Supervisor: Professional librarian

2 FTE professional librarians

For every additional 10,000 people or part thereof, 1 FTE professional librarian

5 FTEs – 17.5 FTEs

Urban Branches: Large urban branches located within a Rural/Urban Library System serving catchment area populations of 35,000 or greater

Branch Supervisor: Professional librarian

2 FTE professional librarians

For every additional 10,000 people or part thereof, 1 FTE professional librarian

Minimum 17.5 FTEs.

Option B) Comparative figures based on Ontario Public Library statistics gathered by the Ontario Ministry of Tourism, Culture and Sport for the year 2009.

<http://www.mtc.gov.on.ca/en/libraries/statistics.shtml>

Table 1: FTE Staff (@35 hours/week) per 1,000 population

Average	Population Group (Based on service population)							Grand Total
	less than 2,500	2,500 to 5,000	5,000 to 15,000	15,000 to 30,000	30,000 to 50,000	50,000 to 100,000	100,000 +	
Level 1	0.48	0.26	0.20	0.34	0.34	0.27	0.30	0.30
25-50	0.86	0.44	0.40	0.47	0.43	0.41	0.44	0.44
50-75	1.37	0.65	0.53	0.56	0.62	0.48	0.57	0.56
75-100	3.22	0.89	0.79	0.77	0.70	0.62	0.70	0.72
Total	1.08	0.55	0.47	0.54	0.51	0.43	0.48	0.49

Note: * *Service Population*: If your library serves any municipalities, local services boards and/or First Nation Bands that contract for service with your library and receive an annual operating grant from the provincial government, use the combined populations of your own community along with those of any contracting communities in selecting the appropriate population category for your library

Table 2: Staff Training Expenditure as a Percentage of Total Staff Expenditure

Level	Population Group							Grand Total
	less than 2,500	2,500 to 5,000	5,000 to 15,000	15,000 to 30,000	30,000 to 50,000	50,000 to 100,000	100,000 +	
0-25	0.0%	0.1%	0.2%	0.5%	0.4%	0.3%	0.3%	0.3%
25-50	0.5%	0.9%	0.7%	0.8%	0.7%	0.7%	0.5%	0.6%
50-75	3.4%	1.9%	1.2%	1.1%	1.2%	0.8%	0.7%	0.9%
75-100	10.0%	5.3%	2.4%	1.6%	1.8%	1.7%	1.1%	1.6%
Total	3.9%	1.7%	1.2%	1.0%	1.0%	0.8%	0.6%	0.8%

2. Space

Library facilities and space arrangements should be developed to meet library service strategies, projected populations and community needs. Libraries should be in compliance with the *Accessibility for Ontarians with Disabilities Act*, building standards, fire codes, and other regulations. Planning documents are available to assist with ensuring public libraries meet their local needs. Examples of these documents are:

Dahlgren, Anders C. *Public Library Space Needs: A Planning Outline*. Wisconsin Department of Public Instruction, 2009. <http://dpi.wi.gov/pld/plspace.html>

Library space planning guide, Connecticut State Library, 2011.
http://ct.webjunction.org/c/document_library/get_file?folderId=124614213&name=DLFE-34530013.pdf

Making the Case for Your Library Building Project. Southern Ontario Library Service, 2010
<http://www.sols.org/publications/guides/caseforbuildingproject/tofc.htm>

Guidelines for rural/urban public library systems. 2nd edition. Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO), 2012. (which states the following:)

“The following minimum guidelines are based on **assignable library space** for staff work areas, programs/services, collections, seating and all required service areas.

Small Branches: Branches serving catchment areas of 1,000-5,000 population

- Minimum 2,500 sq. ft. or 1 sq. ft. per capita in the library’s catchment area, whichever is greater

Medium Branches: Branches serving catchment areas of 5,000-10,000 population

- Minimum 5,000 sq. ft. or 1 sq. ft. per capita in the library’s catchment area, whichever is greater

Large Branches: Branches serving catchment areas of 10,000-35,000 population

- Minimum 10,000 sq. ft. or 1 sq. ft. per capita in the library’s catchment area, whichever is greater

Urban Branches: Large urban branches located within a Rural/Urban Library System serving catchment area populations of 35,000 or greater

- Minimum 35,000 sq. ft. or 1 sq. ft. per capita in the library’s catchment area, whichever is greater.”

A note about best practices with respect to facilities

Best practices describe an optimal level of service or manner that may or may not be measurable. With respect to space allocations by use and function, the *ARUPLO Guidelines for Rural/Urban Public Library Systems*, 2nd edition includes examples of best practices. One such example refers to seating:

- Seating (users) – 5 user spaces per 1000 capita @30 square ft per user space.

3. Collection Size

Guidelines for rural/urban public library systems. 2nd edition. Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO), 2012.

The following guidelines refer to the number of physical items of any format located at each branch.

Small Branches: Branches serving from 1,000-5,000 population
 3 - 5 items per capita
 Minimum 7,500 items

Medium Branches: Branches serving from 5,000-10,000 population
 3 - 4 items per capita
 Minimum 15,000 items

Large Branches: Branches serving from 10,000-35,000 population
 3 items per capita
 Minimum 30,000 items

Urban Branches: Large urban branches located within a Rural/Urban Library System serving populations 35,000 or greater
 2 -3 items per capita
 Minimum 70,000 items

Comparative figures based on Ontario Public Library statistics gathered by the Ontario Ministry of Tourism, Culture and Sport for the year 2009.

<http://www.mtc.gov.on.ca/en/libraries/statistics.shtml>

Table 3: Total volumes held per capita – All materials except periodicals

Level	Population Group							Grand Total
	less than 2,500	2,500 to 5,000	5,000 to 15,000	15,000 to 30,000	30,000 to 50,000	50,000 to 100,000	100,000 +	
1-0-25	3.92	3.43	2.30	2.26	2.57	1.97	1.65	1.84
2-25-50	8.98	5.03	3.74	2.86	3.13	2.27	2.23	2.49
3-50-75	13.04	6.54	4.79	3.52	3.82	2.70	2.61	3.20
4-75-100	20.51	11.72	6.27	4.13	4.45	3.60	3.36	4.13
Total	9.99	6.52	4.23	3.15	3.47	2.58	2.23	2.68

4. Collection Use

Comparative figures based on Ontario Public Library statistics gathered by the Ontario Ministry of Tourism, Culture and Sport for the year 2009.

<http://www.mtc.gov.on.ca/en/libraries/statistics.shtml>

Table 4: Annual circulation per capita

	Population Group							Grand Total
	less than 2,500	2,500 to 5,000	5,000 to 15,000	15,000 to 30,000	30,000 to 50,000	50,000 to 100,000	100,000 +	
1-0-25	0.59	3.08	2.82	5.80	4.99	4.10	6.99	5.56
2-25-50	4.20	5.20	5.83	7.40	6.24	6.63	9.54	8.24
3-50-75	7.85	6.83	7.90	8.84	8.20	7.84	11.33	10.53
4-75-100	15.58	11.55	13.09	12.00	11.84	10.76	14.14	13.02
Total	7.31	6.66	7.38	8.28	7.62	7.48	10.88	9.67

Table 5: Annual Turnover rate (Circulation divided by circulating volumes)

	Population Group							Grand Total
	less than 2,500	2,500 to 5,000	5,000 to 15,000	15,000 to 30,000	30,000 to 50,000	50,000 to 100,000	100,000 +	
1-0-25	0.09	0.47	0.83	1.92	1.68	1.55	2.31	1.79
2-25-50	0.42	0.84	1.48	2.39	2.02	2.30	3.98	2.86
3-50-75	0.70	1.24	1.83	2.89	2.28	3.36	5.21	3.95
4-75-100	1.28	1.88	2.79	3.76	2.95	4.76	6.82	5.42
Total	0.73	1.02	1.75	2.65	2.19	2.90	4.88	3.61

5. Hours Open to the Public

Guidelines for rural/urban public library systems. 2nd edition. Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO), 2012.

Public libraries operate in an increasingly 24/7 environment. ... The hours of operation for a system, including virtual hours, have to begin to approximate a 24/7 model if they are going to meet public expectations. Minimum hours of operation by library type are noted. In most cases a range is provided, and it is expected that libraries serving populations at the upper end of the range will also have open hours at the upper end of the range.

Small Branches: Branches serving catchment areas of 1,000 – 5,000 population
20 - 25 hours per week

Medium Branches: Branches serving catchment areas of 5,000-10,000 population
25 - 35 hours per week

Large Branches: Branches serving catchment areas of 10,000-35,000 population
35 - 60 hours per week

Urban Branches: Large urban branches located within a Rural/Urban Library System serving catchment area populations of 35,000 or greater
65 hours per week.

6. Interior Lighting

David Malman. *Lighting for libraries*. Libris Design Project. 2001, Revised 2005.
<http://www.librisdesign.org/docs/LightingLibraries.pdf>

A commonly used measure of illumination is the foot-candle.

Examples of lighting standards

Area	Foot-candles
General reading and staff areas	30-40
Staff service desks, patron reading tables or carrels	40-50
Staff book sorting and worktable	50
Large meeting or community rooms	30-40, dimmable to 5

Appendix C – Meeting the Community Analysis Requirements of the Ontario Public Library Guidelines

The *Public Libraries Act* requires that library boards in Ontario develop and deliver “a comprehensive and efficient public library service that reflects the community’s unique needs.” To develop programs and services that are responsive to community needs, library boards and staff need to be familiar with the demographics of the population served by the library and knowledgeable about community characteristics, local agencies and services, interests and concerns. This involves collecting and synthesizing information in order to develop a comprehensive profile of the community served by the library. In the process, it is important to consider a variety of sources and types of information. For a systematic approach to developing a community profile, consult the ‘Situational Analysis’ section of the publication from the Southern Ontario Library Service called *Creating the Future You’ve Imagined: A Guide to Essential Planning (2007)*. A copy was distributed to every library in Ontario; sections of it and some of the appendixes are available on the SOLS website. Appendix 10 of the *Creating the Future* publication might be particularly helpful as it outlines six ways to describe your community).

Sources of community information

Important sources of community information include census data from Statistics Canada and population projections from municipal planning departments and/or local boards of education. The library board’s planning and service decisions should be based on an analysis of current and projected demographic factors such as: age; mother tongue; social-economic status; education; and occupation. Additional information, not always readily available but important for planning library service, includes the literacy rate, computer literacy and availability, and overall information needs of the community. It can be helpful to compare the demographics and characteristics of the library user population to those of the general population. Such comparisons may reveal under-served segments of the population and/or the need for new or modified services.

Surveys

A survey is a common means of assessing the community’s library and information needs, as well as exploring public perceptions and expectations regarding the roles played by the public library in the community. Properly administering a community survey so that the results are reliable and valid is an ambitious undertaking. Because a survey produces data and feedback that cannot be obtained elsewhere, it is a worthwhile undertaking. It is important to recognize, however that a survey demands a significant investment in staff time and expertise. It may also be possible to have the library included in surveys conducted by the Municipality concerning local recreational and cultural services. For further information on surveys, there are two guides on developing and administering surveys, published by the Southern Ontario Library Service:

- *Creating the Future You’ve Imagined: A guide to essential planning (Library Development Guide #3 – 2007)*
- *The Library’s Contribution to Your Community: a resource manual for libraries to document their social and economic contribution to the local community (2nd edition, 2007)*

Other means of consulting with the public

In addition to surveys, there are other worthy means of consulting with the public. Focus groups, interviews, public meetings and open houses may all have roles to play in encouraging the public to think and talk about their library and information needs, their experience of the public library and their understanding of its role in the community. One particularly engaging means of involving a number of people is for the library to host a two hour dialogue with 15 to 25 people who have been identified as community leaders and/or representatives of organizations making a significant contribution to community life. The individual(s) facilitating the gathering will prompt discussion of key community characteristics, concerns, gaps in services and recognized strengths or assets. It may also provide an excellent opportunity to collectively explore roles the library might play in the community.

Obtaining user feedback

Since the people responsible for developing library service have an obligation to anticipate and respond to both the current library users and the larger population served by the library, user feedback is an important aspect of community analysis. There are many methods of consulting with library users, including ongoing, informal mechanisms like a suggestion box, or a universal appeal for feedback on the library's website, as well as more formal undertakings such as user surveys, key informant interviews and focus groups. Consulting current users of the library's programs and services is necessary for assessing how successful the library is at providing appropriate and relevant library service. For a variety of methods for gathering user feedback you can refer to *Creating the Future You've Imagined: A Guide to Essential Planning*.

It is important that a community analysis, including public input, be conducted on a regular basis. Library boards and staff share responsibility for gathering the information and analyzing its implications for library service. Making this commitment at least once every four years ensures that every board term includes an opportunity to assess community needs, evaluate current performance and plan how the library's programs and services will meet those needs. As representatives of the community, this is a vital part of the board's responsibility.

Sources of information other than surveys

Guideline	Information needed	Possible source
1.3.2 Community analysis - A range of community-related information with possible implications for library service, including demographic data, is gathered and formally analyzed at least once every four years, and the results used in the planning of library service	<ul style="list-style-type: none"> demographic information about the overall community - age, gender, employment, educational level, languages spoken, income levels, populations projections 	<ul style="list-style-type: none"> Statistics Canada Community Profiles are available on the Internet at http://www.statcan.gc.ca/ These will provide most of the basic demographic data from the latest census municipal planning projections for population and development school board registration projections
	<ul style="list-style-type: none"> library use what materials and services are most used? 	<ul style="list-style-type: none"> Annual Survey annual review of library usage and performance statistics (e.g. circulation by Dewey number)
	<ul style="list-style-type: none"> what open hours are most popular? 	<ul style="list-style-type: none"> annual sample count of one week's circulation and library use by hour <i>(This will indicate popular times among current library users only. Similar information about non-users, some of whom may not use the library because the hours are not convenient, can be obtained in a community survey.)</i>
	<ul style="list-style-type: none"> what materials and services are not available but would be used? 	<ul style="list-style-type: none"> public suggestion box records of unfilled information requests
1.3.3 Consultation of users - Library users are consulted regularly concerning library service (e.g. by means of surveys, focus groups,	<ul style="list-style-type: none"> what materials and services are most used? 	<ul style="list-style-type: none"> annual review of library usage and performance statistics (e.g. circulation by Dewey number)
	<ul style="list-style-type: none"> what materials and 	<ul style="list-style-type: none"> public suggestion box

<p>formal and informal interviews, open houses, suggestion box, website, etc.). An analysis of public comments and suggestions is carried out at least once a year and the results used in the planning of library service.</p>	<p>services are not available but would be used?</p>	<ul style="list-style-type: none"> records of unfilled information requests
	<ul style="list-style-type: none"> evaluation of services 	<ul style="list-style-type: none"> records of interlibrary loan (ILLO) requests
<p>3.1.6 Staffing - <i>The number of staff required by a library is affected by many local factors, including the number of clients to be served, the number of major language groups to be served, the layout of the library building, and the level of library activity in the community. A number of formulas are available for helping to determine a library's staff requirements.</i></p> <p>a) The library has in place a process for regularly assessing the number of staff required to meet community needs (as determined, for example, by such circumstances as level of activity, number of users, and total hours open). Where the existing number of staff has been determined to be inadequate, the library has a plan in place to improve the situation.</p>	<ul style="list-style-type: none"> number of circulations per hour open 	<ul style="list-style-type: none"> Annual Survey
	<ul style="list-style-type: none"> number of circulations per staff member 	<ul style="list-style-type: none"> Annual Survey
	<ul style="list-style-type: none"> population projections 	<ul style="list-style-type: none"> municipal planning projections for population and development
	<ul style="list-style-type: none"> membership numbers 	<ul style="list-style-type: none"> library statistics
<p>3.2.1 - Content and size of collection - The library has a process in place for regularly assessing the content and size of the collection required to meet community needs. (Materials may be owned by the individual library or shared with a group of libraries in a materials pool.) Where the existing content and/or size of the collection have been determined to be inadequate, the library has a plan in place to improve the situation.</p> <p>[The library currently holds _____ volumes per capita in its collection.]</p>	<ul style="list-style-type: none"> demographic information about the entire community - age, gender, employment, educational level, languages spoken, income levels, populations projections 	<ul style="list-style-type: none"> Statistics Canada Community Profiles, available on the Internet at http://www.statcan.gc.ca/, will provide most of the basic demographic data from the latest census municipal planning projections for population and development school board registration projections
	<ul style="list-style-type: none"> what materials and services are most used? 	<ul style="list-style-type: none"> annual review of circulation by Dewey number
	<ul style="list-style-type: none"> what materials and services are not available but would be used? 	<ul style="list-style-type: none"> public suggestion box records of unfilled information requests records of interlibrary loan (ILLO) requests <p><i>(These three pieces above will provide less useful information than could be gained from a survey.)</i></p>
	<ul style="list-style-type: none"> adequacy of collection size and content 	<ul style="list-style-type: none"> volumes per capita compared to means and medians in Ontario

		<p><i>Public Library Statistics</i></p> <ul style="list-style-type: none"> • circulation per capita compared to volumes per capita • turnover rate • public suggestions for purchase
<p>3.2.6 - Languages - The library offers materials in a suitable variety of languages reflecting the community's needs</p>	<ul style="list-style-type: none"> • languages spoken by residents 	<ul style="list-style-type: none"> • Statistics Canada Community Profiles, available on the Internet at http://www.statcan.gc.ca/, will provide most of the basic demographic data from the latest census
	<ul style="list-style-type: none"> • availability of materials in other languages from other local sources 	<ul style="list-style-type: none"> • list of organizations providing materials (e.g. cultural groups, heritage language classes, rental outlets, school libraries etc.)
	<ul style="list-style-type: none"> • use of other languages in the library 	<ul style="list-style-type: none"> • circulation statistics of materials in other languages, by language
<p>3.3.1 - Space - <i>The amount of space required by a public library depends on the unique needs of the individual community. A number of methods are available to assist libraries in determining their space requirements.</i></p> <p>The library has undertaken a planning process which has examined the library's space requirements in light of local needs. Where the existing space has been determined to be inadequate, the library has a plan in place to improve the situation.</p>	<ul style="list-style-type: none"> • population projections 	<ul style="list-style-type: none"> • municipal planning projections for population and development • school board registration projections
	<ul style="list-style-type: none"> • in library use patterns 	<ul style="list-style-type: none"> • annual sample count of use of reference materials, study spaces, reading areas
<p>4.8.1 – Programming - Community need - The library has determined what community needs exist for what types of programs, in what format (on site, in the community, and/or online) and for which age levels. (e.g. programming is an integral part of most children's services and is used to promote lifelong use of libraries, to stimulate a love of literature and reading, and to impart important information and skills.). Where there is a demonstrated need, the library offers programs to the community as appropriate, either alone or in conjunction with other local organizations (e.g. story hour for pre-school children; reading clubs; social networking activities, lectures; demonstrations; author readings).</p>	<ul style="list-style-type: none"> • activities desired but not available in the community 	<ul style="list-style-type: none"> • list of local organizations and schools offering activities and identification of gaps (<i>These will provide less useful information than could be gained from a survey.</i>) • records of unfilled information requests • records of interlibrary loan (ILLO) requests • public suggestions
	<ul style="list-style-type: none"> • population age ranges 	<ul style="list-style-type: none"> • Statistics Canada Population and Dwelling Characteristics - Census Divisions and Subdivisions; Ontario Part 1