

## Ontario Public Library Guidelines - Seventh Edition

Level	Area	Section	Number of mandatory questions	Total number of questions	Number of potential N/A	
System	I	<b>Governance &amp; Administration</b>	1 Organization of the Board	6	6	0
			2 Policy	3	3	0
			3 Planning	0	2	0
			4 Finances	5	5	0
			5 Advocacy	2	4	0
			6 Board Member Orientation & Information	3	4	0
			<b>Total</b>	<b>19</b>	<b>24</b>	<b>0</b>
	II	<b>Planning Documents &amp; Process</b>	7 Planning	6	8	0
			8 Planning for Library Collections	1	7	0
			9 Planning Services	1	4	0
			10 Planning for Programs	0	3	0
			11 Planning for Technology	1	5	0
			<b>Total</b>	<b>9</b>	<b>27</b>	<b>0</b>
	III	<b>Policy</b>	12 Safety Security & Emergencies	4	5	0
			13 Collection & Circulation	4	4	0
			14 Services	4	11	2
			15 Technology	3	4	0
			<b>Total</b>	<b>15</b>	<b>24</b>	<b>2</b>
	IV	<b>Personnel &amp; Human Resources</b>	16 Staffing	6	8	0
			17 Evaluation and training	6	8	0
			18 Staff Procedures	6	7	0
			<b>Total</b>	<b>18</b>	<b>23</b>	<b>0</b>
	V	<b>General</b>	19 Library	1	3	0
			20 Access for persons with disabilities	0	2	0
			21 Collection Management	2	6	0
			22 Co-operation & Partnerships	1	6	0
			23 Website	3	8	0
			<b>Total</b>	<b>7</b>	<b>25</b>	<b>0</b>
<b>Sub-total for system-wide guidelines</b>			<b>67</b>	<b>123</b>	<b>2</b>	

Level	Area	Section		Number of mandatory questions	Total number of questions	Number of potential N/A
On Site Observation	VI	Collections & Services	24 Collections	2	11	0
			25 Services	4	13	5**
			26 Technology Services	4	9	0
			<b>Total</b>	<b>10</b>	<b>33</b>	<b>0</b>
	VII	Physical & Facilities	27 Looking at the exterior	2	6	0
			28 Spaces within the library	0	12	0
			29 Access within the library	0	8	1
			30 Safety considerations within the library	2	4	0
			<b>Total</b>	<b>4</b>	<b>30</b>	<b>1</b>
			<b>Sub-totals for 'On-site observation' section</b>	<b>14</b>	<b>63</b>	
			<i>Grand totals</i>	<b>82</b>	<b>186</b>	<b>3</b>

**Note 1 – Optional questions** - \*\*The optional questions in Section 25 are not counted in the numbers for this section, but rather auditors are invited to offer comments on these topic areas.

**Note 2 - Potentially “not applicable” statements:**

- **14.8 - Local History/Digitization** –In the event that the library completes digitization of local content, 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 your library does not complete this work, you may receive a not applicable for this guideline.
- **14.9 - 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. (Note: Only score if library has a public meeting room.) If your library does not provide meeting space, you may receive a ‘not applicable’ here.
- **29.8 - 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 multistory facility.

# LEVEL-SYSTEM

## Area I: Governance & Administration

Section/Topic	#	Item	M	Y/N	N/A	Comments/Notes
<b>Section 1 Organization of the Board</b>	<i>Preamble - 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	<b>Governing Body</b> -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			
	1.2	<b>Officers</b> -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 35 hour work week)	M			
	1.3	<b>Meetings</b> -The board conducts formally-scheduled, regular meetings at least ten months 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			
	1.4	<b>Record</b> -The board keeps a written record of the proceedings of its meetings and ensures the written records availability to the public.	M			
	1.5	<b>Terms of Reference</b> -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			
	1.6	<b>Board Bylaws</b> -The board has established and adopted written, procedural bylaws which addresses: responsibilities of the board, organization of the board, board meetings, board finances, and amendment of bylaws.	M			
<b>Section 2 Board Development of Policy</b>	<i>Preamble - 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>					
	2.1	<b>Written Policy Process</b> – 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			
	2.2	<b>Distribution</b> -Up-to-date copies of policies are available to all board members and employees and can be readily accessed by the public in paper or other accessible format.	M			
	2.3	<b>Review</b> – 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			

<b>Section 3 Board's Role in Planning</b>	<b>Preamble</b> -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.				
	3.1	<b>Review of Plans</b> – 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.)			
	3.2	<b>Report to Public</b> -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).			
<b>Section 4 Finances</b>	<b>Preamble</b> - 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.				
	4.1	<b>Budget</b> -The board, in co-operation with the CEO, prepares and approves an annual operating budget for the library.	M		
	4.2	<b>Financial Records</b> – The board ensures accurate records of the library's finances are maintained in the fashion outlined by applicable legislation or advised accounting practices.	M		
	4.3	<b>Financial Reports</b> -The records, as written financial reports, are received and reviewed by all board members.	M		
	4.4	<b>Financial Reports to Government</b> -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		
	4.5	<b>Annual Survey of Public Libraries and Financial Reporting Requirements</b> – 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		
<b>Section 5 Advocacy</b>	<b>Preamble</b> - 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.				
	5.1	<b>Advocacy Policy</b> -The library board has established and adopted written policy which defines its role and responsibilities with respect to advocacy.	M		
	5.2	<b>Informing Council</b> -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		

	5.3	<b>Meetings with Council</b> – 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.				
	5.4	<b>Participation in Community Activities</b> -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).				
<b>Section 6 Board Member Orientation &amp; Information</b>	<i><b>Preamble</b> - 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>					
	6.1	<b>Duties and Responsibilities</b> - Board members are provided with written guidelines outlining their duties and responsibilities.	M			
	6.2	<b>Orientation</b> -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; introduction to library staff; introduction to other board members; a review of the library’s planning documents, budget and recent board minutes; 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; provincial Library board development kit; as well as the library’s current planning document; audited financial statement; budget; and financial report.	M			
	6.3	<b>Current Information</b> – 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).				
	6.4	<b>AODA Customer Service Training</b> – The Board has undergone the mandatory Customer Service training as it pertains to developing, reviewing and ratification of policy.	M			
			<b>19</b>	<b>24</b>	<b>0</b>	
		<b>Actual</b>				
		<b>Percentage (All Mandatory required; 90% of total statements required)</b>				

## LEVEL-SYSTEM

### Area II: Planning Documents & Process

Section/Topic	#	Item	M	Y/N	N/A	Comments/Notes
Section 7 Planning						
	7.1	<b>Planning Policy</b> - 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. The library board has established and adopted written policy which defines its role and responsibilities with respect to planning. The Planning Policy should consider the mandatory technology and accessibility plans, as well as other non-mandatory plans identified within this document.	M			
	7.2	<b>Community Analysis</b> -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.	M			
	7.3	<b>Consultation of Users</b> -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.	M			
	7.4	<b>Public Need-</b> 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).	M			
	7.5	<b>Performance Measurement Indicators and Statistics-</b> 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			
7.6	<b>Planning Document</b> -The library has developed a formal planning document which guides the library's overall direction and includes at least some of the following items as: mission and vision statements, values, goals and objectives, strategic directions and action plans.	M				

	7.7	<b>Facility Planning-</b> The library board should strive to provide a physical setting for library service that is inviting to the public, provides adequate space for the physical collection, provides adequate space for the library staff to carry out their duties, and adequate space for the public to use the library's equipment, resources and services. The library system has undertaken a planning process which has examined the library's space requirements and has a plan to address any inadequacy.				
	7.8	<b>Participation in Local Planning</b> -The library has representative(s) who participate proactively in local and/or county government planning processes.				
<b>Section 8 Planning for Library Collections</b>						
	8.1	<b>Content and Size of the Physical Collection</b> -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.)				<b>PROFILE INFO</b> The library currently holds _____ volumes per capita in its physical collection]
	8.2	<b>Content and Size of E-Collection</b> -The library has a process in place for regularly assessing the content and size of the e-collection required to meet community needs. (Materials may be owned by individual library or shared with a group in a materials pool.)				
	8.3	<b>Languages</b> -The library offers materials in a suitable variety of languages reflecting the community's needs.				
	8.4	<b>Collection Use Measurement</b> – The degree to which a library's collection successfully meets the needs of the local community is reflected in the use of the collection. 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. A measure that is frequently used to compare the effectiveness of library collections is the number of circulations per capita of the community served.	M			
	8.5	<b>Inventory</b> - 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.				
	8.6	<b>Collection Plan</b> -The library system has established a written collection development plan reflecting the library's collection priorities. The plan includes long and short term collection profiles, as well as a buying plan. This would include physical, shared collections and electronic options to be noted in the overall plan.				
	8.7	<b>Collection Maintenance Procedures-</b> Concise written procedures are in place for the acquisition and withdrawal of materials within the library's entire 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 reports on the number of items entering and leaving the collection.				

SECTION 9 Planning for Services						
9.1	<b>Service Level</b> – Each library system must determine the service level, the nature of its services, and what will be offered to the public. The library produces updated profiling documentation pertaining to the level of service at any and all locations (e.g. number of hours open, types of materials, electronic infrastructure, and types of services). Where there are multiple branch libraries, the hours and services offered in each of these libraries should be based on the needs and characteristics of the local community it is meant to serve.					
9.2	<b>Monitoring of Service</b> -The library has a process for measuring the number and recording the types of requests for information that are made. (e.g. in person, telephone, fax, online, email and other electronic means). This information is incorporated into the library’s planning process in order to review gaps in service.					
9.3	<b>Community Need</b> -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.					
9.4	<b>Accessibility Plan</b> -The library system 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				
Section 10 Planning for Programming						
10.1	<b>Community Need</b> -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).					
10.2	<b>Programming Plan</b> - The library has developed a plan which outlines the types of programs, in what format (on site, in the community, and/or online) and for which age levels. The library’s plan is informed by community needs, interests, availability of other partner programs or community services or reflect current trends which reflect recognized public library best practices.					

	10.3	<b>Formal Evaluation Process-</b> The library follows a formal process for evaluating library programming and initiatives which will inform the library programming plan on potential successes or failures to encourage continued growth within the public library.				
<b>Section 11 Planning for Technology</b>	11.1	<b>Technology Plan –</b> The library has in place a plan which reflects defined goals, objectives and/or action plans for the acquisition, service, maintenance, upgrade and replacement of electronic networks, equipment and software applications for both staff and client 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			
	11.2	<b>New Trends and Emerging Technology -</b> 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.				
	11.3	<b>Inventory–</b> The library has an up-to-date inventory of its technology equipment and software licenses, and has a schedule for inventory-taking and updating, at minimum once a year.				
	11.4	<b>Technology Budget–</b> 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.				
	11.5	<b>Business Continuity and Disaster Plan -</b> 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, flood, theft 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.				
				9	27	0
		<b>Actual</b>				
		<b>Percentage (All Mandatory required; 90% of total statements required)</b>				

## LEVEL-SYSTEM

### Area III: Policy

For policies on personnel and governance, see Areas I and Area IV

Section/Topic	#	Item	M		N/A	Comments/Notes
<b>Section 12 Safety Security &amp; Emergencies</b>						
	12.1	<b>Safety, Security and Emergencies Policy</b> 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 public library services. The library has established and adopted a policy to deal with safety, security and emergency issues.	M			
	12.2	<b>Working Alone-</b> The Library has established and adopted a policy pertaining to staff and volunteers who working alone in the library or other designated sites.	M			
	12.3	<b>Workplace Violence-</b> The library has established and adopted a policy that adheres to relevant provincial and/or federal legislation on workplace violence and sexual violence.	M			
	12.4	<b>Harassment-</b> The library has established and adopted a policy that adheres to relevant provincial and/or federal legislation on harassment and sexual harassment.	M			
	12.5	<b>Code of Behaviour -</b> The library has established and adopted a policy that outlines reasonable behaviour when accessing library services and sets out consequences when these behaviours are not met.				

<b>Section 13 Collection &amp; Circulation</b>						
	13.1	<b>Collection Policy</b> -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			
	13.2	<b>Intellectual Freedom</b> -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			

	13.3	<b>Circulation Policy</b> -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			
	13.4	<b>Privacy and Access to Personal Information Policy</b> -The library has established and adopted a policy which addresses the retention, security and storage of client information in various formats 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			<b>* Note - MFIPPA Privacy that applies specifically to the public library.</b>
<b>Section 14 Service Policies</b>						
	14.1	<b>Reference and Information Policy</b> -The library has established and adopted a 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; 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			
	14.2	<b>Accessibility for Ontarians with Disabilities Library Statement</b> -- The library has established a statement outlining their commitment to meet the accessibility needs of persons with disabilities.	M			
	14.3	<b>Children's Services Policy</b> - Children require services that are designed especially for them because of their different levels of intellectual, emotional and physical development. The library has established and adopted a 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; an endorsement of OLA's Children's Rights in the Public Library statement.				
	14.4	<b>Teen and/or YA Policy</b> - Teens / Young adults require library services that will assist them in their transition from childhood to adulthood. The library has established and adopted a policy governing the provision of teen / YA services, which deals with such issues as: accessibility for young adults with disabilities, the library's relationship with local schools and an endorsement of OLA's Teens' Rights in the Public Library statement.				

14.5	<b>Programming Policy</b> -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			
14.6	<b>Community Information Policy</b> -The library has established and adopted a policy to address the provision of community information.				
14.7	<b>Local History Policy</b> –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. 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; public use of the materials in the collection or as archived by the library or library partners in the community. 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).				
14.8	<b>Local History/Digitization</b> –In the event that the library completes digitization of local content, 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. <i>If your library does not complete this work, you may receive a not applicable for this guideline.</i>			N/A	
14.9	<b>Public Meeting Room Policy</b> -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. <i>(Note: Only score if library has a public meeting room. If your library does not provide meeting space, you may receive a ‘not applicable’ here. )</i>			N/A	
14.10	<b>Resource Sharing Policy</b> -The library has established and adopted policies which address such lending issues as: lending of materials to other libraries; the type of materials it is prepared to lend; and the length of time for which materials will be lent.				

	14.11	<b>Indigenous Awareness and Reconciliation</b> – The Indigenous Task Group of the Ontario Library Association and the Truth & Reconciliation Committee of the Canadian Federation of Library Associations have created strategies and resources that speak to the library community’s need to recognize and embrace the principles of Truth & Reconciliation with Ontario’s vast and diverse Indigenous populations. The three criteria every library should include in their various policy documents are: 1) the endorsement of a Respect and Acknowledgement Declaration for original Indigenous peoples of your territory; 2) a collection development policy statement which addresses the value of Indigenous materials and authors; and 3) a service policy statement which highlights the library’s approach to serving Indigenous populations who may be accessing local services in their communities.	M			
<b>SECTION 15</b>						
<b>Use of Technology</b>						
	15.1	<b>Free Access to Public Computers Policy</b> - The library has established and adopted a policy that addresses criteria rules and regulations for free public access to library devices and/or computers.	M			
	15.2	<b>Acceptable Use of the Library’s Electronic Systems</b> - The library has established and adopted a policy which defines acceptable use of the internet, software, and application. This policy will address issues such as downloading, copyright infringement, and illegal activity activities be they on library infrastructure or personal devices.	M			
	15.3	<b>Internet Filtering and Control of Information Statement</b> -The 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 clients and guardians to inform them of library policy.	M			
	15.4	<b>Staff Use of Technology</b> – The library has established and adopted a policy on staff and volunteer use of technology. This will include descriptions of both staff expectations and personal use of library equipment and resources.				
			<b>15</b>	<b>24</b>	<b>2</b>	
		<b>Actual</b>				
		<b>Percentage (All Mandatory required; 90% of total statements required)</b>				

## LEVEL-SYSTEM

### Area IV: PERSONNEL & HUMAN RESOURCES

Section/Topic	#	Item	M		N/A	Comments/Notes
<b>Section 16 Human Resources</b>	16.1	<b>Personnel Policy</b> - In order to operate with fairness and efficiency, all organizations need written personnel management policies. The library has established or adopted as their own, 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 municipal policy or collective agreement that the public library board has adopted.)	M			
	16.2	<b>Distribution of Policy</b> -Every employee of the library has access to a copy of the personnel policy and/or collective agreement.	M			
	16.3	<b>Job Descriptions</b> – Written 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 (e.g. as part of the performance evaluation process).	M			
	16.4	<b>Salary Scales</b> -A current salary scale/pay grid has been established for each job category and is readily available.	M			
	16.5	<b>Paid Staff</b> - To meet the administrative, technological, and service management requirements of the library, the library board employs one or more permanent paid staff.	M			
	16.6	<b>Staffing</b> -The number of staff required by a library is affected by many factors. The library has in place a process for regularly assessing the number of staff required to meet community needs.				
	16.7	<b>Administrative Hours</b> - To meet administrative, management and service preparation duties, staff are provided with paid time outside of hours devoted to working with the public.				
	16.8	<b>Volunteers Policy</b> -The library has established and adopted policies which address such issues as: types of tasks to be performed, differentiation of paid and unpaid tasks (in the case of collective agreements), enlistment of volunteers, retention of volunteers, how volunteers fit into the overall operation of the library.	M			

Section 17 Evaluation and Training						
17.1	<b>Performance Appraisal</b> -Performance evaluation is a formal opportunity for employees and supervisors to review and evaluate the employee’s work performance. It provides an opportunity for frank discussion by both parties concerning job expectations. A formal, written, performance evaluation of each employee is carried out on a regular and ongoing basis (e.g. - annual basis).	M				
17.2	<b>Evaluation of CEO</b> - 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				
17.3	<b>Level of Training of CEO</b> - 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 CEO has completed formal library education which is appropriate both to the needs of the community and to the complexity of the library operation and will be from one of the following: 1. ALA Accredited graduate degree 2. College Diploma in Library Techniques 3. Excel Certification 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 may apply to that person rather than to the CEO	M				
17.4	<b>Continuing Education and Training</b> -The library encourages continuing education and training for its staff and makes provision for all training expenses in its policy, its long-range plan, and in its budget to an amount not less than 1% of its total wages and benefits.					
17.5	<b>Reference and Information Service</b> -The library has in place trained staff to provide answers to queries and requests for information posed by library users.	M				
17.6	<b>Staff Training in Technology Use</b> - Library staff receives 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, applications, complete troubleshooting, and assessing and reporting technology problems. Additionally, staff receives training in implementing technology policies and related procedures (e.g. privacy & access to information; business continuity).	M				
17.7	<b>Technical Support</b> – 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. The library has access to an IT that can provide skilled technical support for installing, maintaining and repairing library technology.					
17.8	<b>AODA Customer Service</b> – All staff have completed the specific customer service training required under the Accessibility for Ontarians with Disabilities (AODA) legislation.	M				

<b>Section 18 Staff Procedures</b>	18.1	<b>Safety, Security and Emergencies Procedures</b> – The library has written site specific emergency procedures for each location (e.g. physical plant emergencies, health emergencies, pandemics, evacuation plans, bomb threats, evacuation procedures to assist people with disabilities).	M			
	18.2	<b>Emergency Procedures Training</b> – Staff have been trained on the specific site location emergency procedures in order to protect themselves and clients. (e.g. medical emergency, weather closures, lock down, bomb threats, missing child, emergency evacuations, and evacuation procedures to assist people with disabilities).				
	18.3	<b>Working Alone</b> - The library has procedures which reflect site specific legislative compliant details, to help ensure staff/volunteers security and safety pertaining to staff/volunteers who work alone in the library or other designated sites. (e.g. with respect to opening and closing the library, emergency situations).	M			
	18.4	<b>Workplace Violence</b> – The library has a program in place that adheres to relevant provincial and/or federal legislation on workplace violence.	M			
	18.5	<b>Harassment</b> - The library has a program in place that adheres to relevant provincial and/or federal legislation on harassment.	M			
	18.6	<b>Sexual Violence and Harassment in the Workplace</b> - The library has a program in place that adheres to relevant provincial and/or federal legislation on harassment.	M			
	18.7	<b>Privacy and Access to Information</b> – The library has procedures in place for the collection, access, use and disposal of personal data in various formats.	M			
				<b>18</b>	<b>23</b>	<b>0</b>
	<b>Actual</b>					
	<b>Percentage (All Mandatory required; 90% of total statements required)</b>					

## LEVEL-SYSTEM

### Area V: General

Section/Topic	#	Item	M		N/A	Comments/Notes
<b>Section 19 Library</b>						
	19.1	<b>Distance-</b> 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 point.				
	19.2	<b>Phone Number–</b> The library has at least one line dedicated to telephone use, with a number listed under the library’s name.	M			
	19.3	<b>Information about Library Programs-</b> Information about library programs, services, rules and hours is made easily available to community residents in print and on the library’s website, in the appropriate language(s). Some examples of information provision could include print material(s), links from other appropriate websites or social media, or that of the municipality or first nation band, including regular articles or advertisements in the local media).				
<b>Section 20 Access to Services</b>						
	20.1	<b>Service to Housebound or Institutionalized People-</b> 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. The library provides library materials on an organized and regular basis to self-identified residents of the community who are unable to travel to the library (e.g. the housebound, residents of institutions such as prisons, nursing homes).				
	20.2	<b>Remote Access to Library Services –</b> 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).				
<b>Section 21 Collection Management</b>						
	21.1	<b>Acquisitions –</b> The library collection is a dynamic resource which requires a constant inflow of new materials to maintain its relevance to the community and an acceptable level of accuracy. 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.	M			
	21.2	<b>Withdrawals –</b> 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.				

	21.3	<b>Online Collection-</b> 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.				
	21.4	<b>Holds-</b> The library offers a “reserves or 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.				
	21.5	<b>Integrated Library System -</b> The library has an ILS.	M			
	21.6	<b>Bibliographic Records -</b> The library has in place procedures and schedules for adding, modifying and purging outdated records.				
<b>Section 22 Co-operation and Partnerships</b>						
	22.1	<b>Community Partnerships -</b> 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).				
	22.2	<b>Library Sector Partnerships -</b> To strengthen and enhance service to its users, the library participates with library and information organizations beyond its own community; for example, by being an active member in regional, cooperative organizations (e.g. Federation of Ontario Public Libraries, Ontario Library Consortium, Information Network for Ontario); by taking advantage of provincial and federal funding programs and opportunities; by participating in Ontario Library Service or Ontario Library Association committees.				
	22.3	<b>Partnerships Beyond your Community-</b> To strengthen and enhance service to its users, the library participates with organizations beyond its own community that enhance its ability to deliver services to the community, to provide training for its staff, or to enhance the library’s efficiency in service delivery, library promotion, programming, administration, and communications. For example, a number of Ontario projects have demonstrated that diverse technology projects can become cost-effective through partnership (e.g. regional health and wellness strategy partner; regional newcomer partner).				
	22.4	<b>Interlibrary Loan Service -</b> 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,	M			

		information on the library website etc.).				
	22.5	<b>Participation in INFO</b> -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).				
	22.6	<b>ILS &amp; IT Cooperation</b> - Technology-related goals which may be out of the reach of individual libraries alone have been shown to be achievable through partnership and cooperation between organizations. Technology partnerships enable libraries to buy into larger products and services at cost savings and/or achieving professional development outcomes. Examples include: the Ontario Library Consortium, Municipal IT Agreements and JASI.				
<b>Section 23 Library Website and Web-based Services</b>						
	23.1	<b>Library Website</b> -The library has its own website, or has web pages within the municipality's website. The website 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 website is part of the municipality's website, 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 Ontario Public Library Guidelines for library websites and web-based services.	M			
	23.2	<b>Accessible Website</b> –The library website meets appropriate standards for access by people with a disability (e.g. The Web Accessibility Initiative standards)				
	23.3	<b>Websites for Specific User Groups</b> – The library has sections of the website, or additional websites 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.				
	23.4	<b>Library Information</b> – 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			
	23.5	<b>Library Collections</b> – 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.				
	23.6	<b>Reference and Information Services</b> – The library website provides access to at least one current electronic information resource or database (e.g. Canadian Encyclopedia), and access to this service is properly promoted.				

	23.7	<b>Online Reference and Information Inquiries</b> – 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			
	23.8	<b>Interactive Services</b> -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. 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.				
			7	26	0	
		<b>Actual</b>				
		<b>Percentage (All Mandatory required; 90% of total statements required)</b>				

## LEVEL-ON SITE OBSERVATIONS

### Area VI: Collections and Services

Section/Topic	#	Item	M		N/A	Comments/Notes
Section 24 Collections	24.1	<b>Lending Collection</b> -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.				
	24.2	<b>Labeling</b> - 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).				
	24.3	<b>Arrangement</b> - 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.				
	24.4	<b>ILS Records</b> -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.)				
	24.5	<b>Reference Resources</b> - The library provides current 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 online format.	M			
	24.6	<b>Advisory Aids</b> - 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, special displays, links or bookmarks to web content, etc.)				
	24.7	<b>Children's Collection</b> - The library provides a collection of library materials which is designated primarily for use by children or their caregivers.				
	24.8	<b>Early Literacy</b> – The library has collections and programs to support the development of early literacy and learning.				
	24.9	<b>Teen / YA collection</b> -The library provides a collection of materials which is designated primarily for use by teens / YA and designed to appeal to the changing reading levels, interests and information needs of this group.	M			

	24.10	<b>Collections: Language</b> - 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.				
	24.11	<b>Alternative formats</b> – The library provides materials in alternative formats (e.g. large print publications, talking books, closed-captioning and descriptive videos), ensuring access to its services and resources for all users. The library supplies access to library publications such as board minutes, brochures or other documents in alternate formats on request.				
<b>Section 25 Services</b>	<b>Preamble</b> —Given the growing diversity in the demographic makeup of many Ontario communities, public libraries should plan to implement services to meet the unique library needs of specific populations.					
	25.1	The library offers reference and information services to the general public	M			
	25.2	The library offers readers advisory services to the general public	M			
	25.3	The library offers community information referral services to the public	M			
	25.4	The library offers programming to the general public	M			
	25.5	<b>Seniors</b> - The library offers reference and information services and/or community referral to <b>seniors</b> in the community				
	25.6	<b>Seniors</b> - The library offers readers’ advisory services to <b>seniors</b> in the community				
	25.7	<b>Seniors</b> - The library offers programming for <b>seniors</b> in the community				
	25.8	<b>Teens</b> - The library offers reference and information services and/or community referral to <b>teens</b> in the community				
	25.9	<b>Teens</b> - The library offers readers’ advisory services to <b>teens</b> in the community				
	25.10	<b>Teens</b> - The library offers programming for <b>teens</b> in the community				
	25.11	<b>Children</b> - The library offers reference and information services and/or community referral to <b>children</b> in the community				
	25.12	<b>Children</b> - The library offers readers’ advisory services to <b>children</b> in the community				
	25.13	<b>Children</b> - The library offers programming for <b>children</b> in the community				
	25.14	<b>Optional</b> – The library offers specialized programs or service for cultural/ linguistic groups in the community (other than English or French)				Do not score – open comments
	25.15	<b>Optional</b> – The library offers language materials for cultural/linguistic groups in the community (other than the official languages of English or French)				Do not score – open comments
	25.16	<b>Optional</b> – The library offers specialized programs or service for LGBTQ groups in the community				Do not score – open comments
	25.17	<b>Optional</b> – The library offers specialized programs or service for newcomers in the community				Do not score – open comments
25.18	<b>Optional</b> – The library offers specialized programs or service for socio-economically disadvantaged groups in the community (e.g. job search, homeless, ESL)				Do not score – open comments	

<b>Section 26 Technology Services</b>	26.1	<b>Internet Connectivity</b> – The library is connected to the Internet with a minimum bandwidth (upload/download speeds) as set by the CRTC standards. OR If not meeting the above standard, provide evidence that the library is connected to the Internet with the best speed/bandwidth available in the community.	M			
	26.2	<b>Internet Public Access</b> -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			
	26.3	<b>Wireless Networks</b> –The library has installed wireless networks for public and staff access.				
	26.4	<b>Software Applications for Public Service Functions</b> – The library provides facilities for word-processing and other office applications to the public.				
	26.5	<b>Training of Users</b> -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 websites and electronic information resources available on the library’s computers.				
	26.6	<b>Office Software Applications for Staff Use</b> – 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, desktop publishing, training software.				
	26.7	<b>E-mail</b> – 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			
	26.8	<b>Alternate Communication Techniques</b> – The library provides alternate communication methods for the public to communicate with staff (such as SMS, text, blog, Facebook messenger, etc).				
	26.9	<b>Security</b> – 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			
			<b>10</b>	<b>33</b>	<b>5*</b>	
	<b>Actual</b>					
	<b>Percentage (All Mandatory required; 90% of total statements required)</b>					

## LEVEL-ON SITE OBSERVATIONS

### Area VII: Physical & Facilities

Section/Topic	#	Item	M		N/A	Comments/Notes
<b>Section 27 Looking at the exterior</b>						
	27.1	<b>Minimum Hours</b> – 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			
	27.2	<b>Visibility of Signage</b> - The library’s exterior signage both identifies the particular function of the building and is the library’s most basic form of publicity. Library buildings are clearly identified by exterior signs which are highly visible from the street and in the appropriate language(s).				
	27.3	<b>Posting of Hours</b> - Library hours are posted and visible from the exterior of the service outlet.				
	27.4	<b>Directional Signs</b> -The library provides signage indicating the presence and location of the public library in the community (e.g. signs on main community thoroughfares) <b>OR</b> Provides proof indicating they have made a request to the government to have these signs placed in the community.				
	27.5	<b>Parking</b> - Adequate and convenient parking is available at or near the service outlet including AODA standard parking space(s).				
	27.6	<b>Return of Materials</b> - Provision has been made at the library system level, for the safe return of library materials when the library is closed. (e.g. – respecting individual system rules for the safe return of items)	M			
<b>Section 28 Spaces within the library</b>						
	28.1	<b>Areas of the Library</b> Distinct areas of the library are designated or readily adaptable for various services and functions (e.g. adult services, children’s services, library staff work and rest, storage, etc.).				
	28.2	<b>Physical Layout</b> - The physical layout of the library is organized in a way that is systematic, easy to navigate, and convenient for users.				
	28.3	<b>Interior Signage</b> - Areas of the library, specific services and parts of the collection are clearly identified by appropriate signage, in language(s) used by major linguistic groups in the community.				
	28.4	<b>Shelving</b> - Materials in open stacks should be stored at heights appropriate to their primary users. At least 75% of the materials in collections are stored in such a way that the base of the tallest books are at the following height: <ul style="list-style-type: none"> <li>• <b>Adult:</b> Maximum Height 60 inches or less</li> </ul>				

	28.5	<b>Shelving-</b> Materials in open stacks should be stored at heights appropriate to their primary users. At least 75% of the materials in collections are stored in such a way that the base of the tallest books are at the following height: <ul style="list-style-type: none"> <li>• <b>Children’s:</b> Maximum Height 48 inches or less</li> </ul>				
	28.6	<b>Shelving Capacity</b> -The amount of shelving is sufficient to store and display most materials without overcrowding.				
	28.7	<b>Accessible Workstation Furniture</b> –Convenient access to the library equipment is provided for all, with suitable adjustable workstation heights provided for those with disabilities and also for children.				
	28.8	<b>Furniture</b> -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) or function (e.g. computer, maker space, etc.)				
	28.9	<b>Climate Control</b> - The library provides climate control for the comfort, and safety of the public and staff, and for the protection of assets.				
	28.10	<b>Interior Lighting</b> - Lighting levels are adequate in all areas (e.g. in book stack areas, general reading and staff areas, computer stations, reading tables).				
	28.11	<b>Environmental Awareness</b> – Wherever possible, the library adopts practices (e.g. recycling, using both sides of paper, refilling ink cartridges etc.) that adhere to sustainable guidelines.				
	28.12	<b>User Space (Seating)</b> - The library provides seating for use of library services and materials by the public on library premises. (e.g. - leisure reading, computer use, as well as table space and/or carrels for study purposes and consultation of library materials).				<b>PROFILE</b> [The library’s current user capacity is _____ user spaces.]
<b>Section 29 Access within the library</b>						
	29.1	<b>Public Washroom(s)</b> - Conveniently located washroom(s) provided for public use.				
	29.2	<b>Accessible Washrooms</b> -The library provides a wheelchair accessible and equipped for users with physical disabilities.				
	29.3	<b>Gender Neutral Washrooms</b> -The library provides a gender neutral washroom.				
	29.4	<b>Entrance</b> -A library has an accessible entrance.				
	29.5	<b>Aisles</b> -Space between book stacks is no less than 36 inches.				
	29.6	<b>Clear access</b> -Access to user areas and library materials is clear & unobstructed.				
	29.7	<b>Assistive Technology</b> – 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).				
	29.8	<b>Multiple-Floor Structures</b> - 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 multistory facility.			N/A	

<b>Section 30 Safety considerations within the library</b>	30.1	<b>Emergency Procedures</b> – Each library location has distinct site specific written emergency procedures in place (e.g. Physical plant emergencies, health emergencies, pandemics, evacuation plans, bomb threats, evacuation procedures to assist people with disabilities).	M			
	30.2	<b>Emergency Equipment &amp; Facilities</b> - The library provides emergency equipment appropriate for the size of the individual library (e.g. smoke and fire alarms; emergency lighting; as well as evacuation routes; fire extinguishers; emergency first aid supplies; Automated External Defibrillator (AED).	M			
	30.3	<b>Supervision</b> - All areas of the library open to the public are supervised by library staff, with clear lines of sight or measures to address structural or facility challenges which can include video supervision, mirrors or roving staff procedures viewable from all staff work areas.				
	30.4	<b>Exterior Lighting</b> - The library entrance, staff entrance, and parking area are clearly illuminated at night.				
			<b>4</b>	<b>30</b>	<b>1</b>	
		<b>Actual</b>				
		<b>Percentage (All Mandatory required; 90% of total statements required)</b>				