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Supporting Changing Demographics



Linking Canada's Information Professionals

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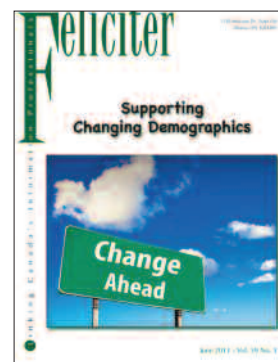
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Guest Editorial

by Alexandra Yarrow



20/20 Vision: Reflecting Canada's Changing Populations in Our Libraries

I would like to open this issue of *Feliciter*, focusing on changing demographics, with some "20/20" vision. In 2020, Canada will look very different than it does today:

- Roughly 50 percent of the population will be working.¹
- One in five of us may be born outside of Canada.²
- New Canadians will account for 100 percent of the net labour force growth.³
- There will probably be more deaths than births.⁴
- The Canadian Aboriginal population, significantly younger than the overall Canadian population, will approach, reach, or surpass 4 percent of the Canadian population, and will continue to grow.⁵
- The percentage of Canadians with a developmental disability will have grown significantly, especially that of Canadians reporting a mild developmental disability.⁶

What will libraries look like in this version of Canada? What should libraries look like? Our colleagues across the country are already seeing this changing picture of Canada as it evolves. Classification systems such as the Brian Deer Classification System, which Catelynne Sahadath describes to us in these pages, are enabling library catalogues to represent Indigenous groups accurately and helping to strengthen community identity. Tools such as PRIZM, mentioned by Don Mills in

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his interview with Carrie Schmidt, are supporting our anecdotal and statistical data about our growing and changing communities. Multilingual storytimes or collaborative story-writing projects, the latter a project described by Monique Woroniak in her article here, are enabling us to build bridges and reflect diversity in our library programs. Our personal connections are informing our work, and leading us towards fulfilling, sensitive, and mature partnerships and programs: we can all take away some lessons from Heather Wray and her moving personal story in this regard. As Cate Carlyle points out, visual aids, phone translation apps, and QR codes are your allies in minimising language barriers. Alison Blackburn highlights database accessibility evaluation and cross-generational programming such as “Techno Buddies” in her work-in-progress update about the Ottawa Public Library (OPL) and my own team at OPL’s Diversity and Accessibility Services. Across the country, we are doing more than simply inviting people into our libraries: we are breaking down barriers, challenging assumptions, destabilising linguistic or literal ghettos, meeting people more than halfway, and acting as role models for this vision of Canada in 2020. In many ways, we are already leading the way!

This issue is purposefully bookended by reflections on our responsibilities as librarians to share our stories. One story is Don’s to tell us, looking back on a tremendously fruitful, interesting, and diverse career. One story is ours yet to write, and is the story of the future composition of our profession. As Kathleen DeLong highlights, one interesting 8Rs finding was the low percentage of librarians who are visible minorities. We have greatly improved the ways in which we reduce or eliminate barriers for our customers, but much work has yet to be done to reduce or eliminate barriers to a more diverse library workforce. Heather, too, challenges us to model true inclusion in our libraries, and rightly so.

American librarian Karen Schneider posted a “meme masquerading as a manifesto” on her blog *Free Range Librarian* in 2006 that is a constant touchstone for me. Covering the range of user experience of libraries, especially with respect to technology and service, every one of her points has stood the test of time and can be applied across our profession. She says, “You cannot

change the user, but you can transform the user experience to meet the user. Meet people where they are—not where you want them to be. The user is not ‘remote.’ You, the librarian, are remote, and it is your job to close that gap.”⁷

So here’s to closing the gap(s), one small step at a time. 

Alexandra Yarrow (Alexandra.Yarrow@bibliooottawali-brary.ca) is the Acting Manager of Diversity and Accessibility Services at the Ottawa Public Library.

Notes

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2. Statistics Canada, “Canadian Demographics at a Glance,” last modified January 25, 2008, accessed May 9, 2013, <http://www.statcan.gc.ca/pub/91-003-x/91-003-x2007001-eng.htm>.
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4. Statistics Canada, “Canadian Demographics at a Glance.”
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6. Statistics Canada, “Growth in Disability Rates from 2001 to 2006,” last modified February 7, 2008, accessed May 9, 2013, <http://www.statcan.gc.ca/pub/89-628-x/2007002/4125018-eng.htm>.
7. K. G. Schneider, “The User Is Not Broken: A Meme Masquerading as a Manifesto,” *Free Range Librarian* (blog), June 3, 2006, accessed May 9, 2013, <http://freerangelibrarian.com/2006/06/03/the-user-is-not-broken-a-meme-masquerading-as-a-manifesto/>.



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Demonstrations of Leadership

As I write this column, library and archival associations along with members of our community, are reacting to the resignation of National Librarian and Archivist, Dr. Daniel Caron. CLA has been asked to participate in numerous media interviews questioning our reaction to Caron's resignation and the qualifications required for his replacement. Timing was impeccable for Executive Director Kelly Moore to represent CLA during a round table on LAC and other heritage institutions hosted by NDP MPs Pierre Nantel and Andrew Cash, only a day after Dr. Caron announced his departure. (See Kelly's column for more on this meeting). And we are collaborating with the archival and library communities across Canada to submit a Joint Statement on "Qualities of a Successful Librarian and Archivist of Canada" which will be submitted to the Privy Council and to the members of the House of Commons Standing Committee on Canadian Heritage along with other stakeholders. It has been a tumultuous couple of years for Library and Archives Canada, further aggravated by the disproportionate level of federal budget cuts it faced in comparison to other heritage institutions in the spring of 2012, reductions or cuts to programs such as the interlibrary loan service and the National Archival Development Program, and implementation of a rigid code of conduct for LAC employees.


Now more than ever is the time for a strong, visionary leader, preferably with professional librarian and/or archivist qualifications to lead LAC and strengthen relationships with the Canadian library and archive communities. CLA is eager to collaborate with a leader who is passionate about LAC and its future and believes in the fundamental services provided by libraries and archives to Canadians, as reflected in the LAC mandate. We look forward to working with a new leader who will build open positive relationships with stakeholders and the library and archival communities and whose vision will successfully lead LAC in the 21st century.

We have a small window of opportunity to influence government to make the best decision in selecting a

leader of this incredibly important institution, and CLA is collaborating with other associations, including the Association of Canadian Archivists, Canadian Council of Archives, Canadian Association of Research Libraries, Canadian Urban Libraries Council and other national and provincial associations to articulate and communicate preferred qualities and attributes, in addition to professional qualifications, of the new leader of LAC. I have been heartened to witness the amazingly collaborative spirit and solidarity that has been demonstrated in working quickly to pull this [Joint Statement](#) together.

Additionally, CLA has begun the process of creating advocacy tools for our members. I am delighted that Cheryl Stenström has volunteered to chair the CLA Library Statistics and Values Task Force. Working with a great cross-section of other volunteers, Jennifer Branch-Mueller, Juanita Lewis, Margaret Wall, Soleil Surette, and Julie McKenna, the Task Force will operationalize the research and efforts of Dr. Alvin Schrader and Michael Brundin with their study that gathered statistical information on library metrics including operating expenditures, collections, staffing, usage, and a value profile. Based on the recommendations from the "National Statistical and Values Profile of Canadian Libraries", this Task Force will use the rich data from this report to develop strategies and advocacy tools (info graphics and other visually appealing representations) geared towards laypersons - further strengthening CLA's mandate.

Another task force hard at work is the Conference Review Task Force, which is finalizing recommendations including a modified conference structure, which we will bring to the CLA Town Hall session to gather member feedback.

By the time this column is published, the CLA conference will be a memory –hopefully an affirmative memory - representing the kick-off of the fully embraced revised institutional membership fee structure that will bring a future of sustainability and viability for our national library association. 

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National Collaboration in support of LAC

On 17 May I attended a round table discussion hosted by the three NDP members of the House of Commons Standing Committee on Canadian Heritage: Pierre Nantel, Andrew Cash and Marjolaine Boutin-Sweet. They had invited representatives from library, archival and researcher associations to share their views on how the heritage sector has been impacted by the federal budget cuts to departments such as Canadian Heritage and Parks Canada, and more specifically to Library and Archives Canada. There were three main topics for discussion: the general impact of budget cuts to LAC and the implications for our associations and our members; the LAC code of conduct; and our thoughts on the future of LAC.

There was a great deal of consensus around the table that LAC has an important mandate which it is challenged to meet with current resources.

Earlier that week, we had learned of the resignation of Dr. Daniel Caron as head of Library and Archives Canada. CLA immediately sent a [letter to the Clerk of the Privy Council](#) and the Minister of Canadian Heritage expressing our wishes for the appointment of the next Librarian and Archivist. We referred to CLA's long-standing position statement that any appointment to that position be a librarian or archivist with recognized professional qualifications. President Pilar Martinez and I were contacted for different articles in the *Ottawa Citizen* on Dr. Caron's resignation; and I took part in an interview on the CBC radio Ottawa morning show, along with Association of Canadian Archivists President Loryl MacDonald.

Following the round table meeting, a number of the participants were discussing how we might best make our wishes for the appointment of the next head of LAC known to government. It was noted that several years ago, the Society of American Archivists had worked with a coalition of associations to draft a document outlining "Qualities of a successful candidate"

for Archivist of the United States at the time of the last appointment to that position. Could we not do something similar? The Canadian Council of Archives assumed responsibility for preparing the first draft and managing the consultation process to ensure that a broad representation of stakeholders would be signatories to the final document. CLA contributed substantial suggestions for edits to the initial document, and coordinated outreach to other national and provincial library associations to share the draft and solicit support. In less than a week, we had a final text, in both official languages, supported by 19 associations and institutions: the Joint Statement on "[Qualities of a Successful Librarian and Archivist of Canada](#)". The [statement was released](#) by all signatories on 24 May.

Thanks are due to all of the national and provincial library associations that contributed to the draft document and secured the support of their governing boards in such a short timeframe. I particularly want to thank colleagues at the Canadian Council of Archives for "holding the pen" and driving the process.

I encourage all of you to show your support for the text by preparing your own cover letter and sending a copy of the Joint Statement to your Member of Parliament and to the Minister of Canadian Heritage.

Library and Archives Canada is an essential institution for the acquisition, preservation and facilitation of access to our collective documentary heritage. We must do whatever we can to ensure that it has the financial and staff resources, and the leadership, to serve our professional communities and all Canadians. 🙏



Bored at the Board Meeting? Anything But...

If you haven't been to your public library board's meeting lately (or ever) you could be missing out. At least that was what I discovered at the Ottawa Public Library Board meeting this past May. CLA members Alexandra Yarrow (also this issue's Guest Editor) and Cabot Yu urged me to attend an OPL Board meeting as a "not to be missed" event and another adventure in the library world for me.

The Ottawa Public Library Board, made up of six City of Ottawa Councillors, eight members of the public and chaired by former CLA Executive Council member Jan Harder, meets every second Monday, ten months a year. The meeting is open to the public, and members of the community may present to the Board if requested in advance.

The agenda for this particular meeting was hefty, with fifteen reports including the standard monitoring ones around financial planning, the budget, staffing and performance measurements. The meeting was preceded with a special ceremony presenting the Ottawa Public Library CEO, Danielle McDonald, with the Diamond Jubilee Award.



Photo credit: Ottawa Public Library

OPL Board Chair and City Councillor, Jan Harder, Danielle McDonald, Chief Executive Officer the Ottawa Public Library, Deputy Mayor Steve Desroches who presented the award



Unveiled at this meeting was OPL's new initiative: "Imagine the Library you want" campaign. From May 15 to June 15 this is an online discussion inviting the public to share their opinion on:

- What should we **continue** doing?
- What should we **start** doing?
- What should we **stop** doing?

(For more information go to: <http://www.imagine-opl-bpo.ca/index-en.php>).

Also presented to the OPL Board was the 2013 Performance Measurement Framework Report 2 with new Key Performance Indicators (KPI's). The categories measured include: customer satisfaction, employee engagement/development, finance and operational effectiveness. In total there are ten proposed KPI's in the 2013 framework and each measurement will be reported to the Board every six months. This lag time around the reporting aspects resulted in much discussion around the table.

Although it's in the early stages of planning, I was delighted to learn that a fundraising event is proposed to coincide with Canadian Library Month this October.

At the next board meeting on June 10 a rather provocative topic will be discussed: the hold analysis project. Alexandra shared a fascinating factoid: in an average month, the weight of materials transferred between branches equals a mother blue whale and her baby!

So will I be at the next OPL board meeting? You bet...with popcorn! 🍿

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Leveraging Partnerships in a Community-Led Library Model

There is no doubt that public libraries will be faced with significant change as collections continue to shift from physical to digital formats. In response, an increasing number of library systems are implementing a community-led approach to identify and eliminate barriers so that services are more accessible to the socially excluded and to determine what new and existing customers want from their libraries. The importance of partnerships and the role they can play as part of your community-led efforts should not be discounted.

Approximately two years ago, the City of Hamilton established a Neighbourhood Development Strategy department, staffed with Community Development Workers (CDWs), which identified ten high-needs neighbourhoods. The CDWs work closely with residents, helping them to identify and eliminate barriers of all types. Hamilton Public Library (HPL) staff attend meetings and contribute to the work taking place in all ten neighbourhoods as part of our community-led efforts.

One initiative that has resulted from our participation in the Neighbourhood Development Strategy is a full-day summer reading camp in two communities, both situated quite a distance from any branch library. The concept of educational opportunities for youth was suggested by community residents who then approved the summer reading program submission, thereby making it eligible for funding from the Hamilton Community Foundation. Two \$5,000 grants were approved and will be used to pay the salaries of two summer literacy workers as well as program materials and healthy snacks. All additional program costs will be covered by community partners on an in-kind basis. Program partners include:

- Wesley Urban Ministries – program space
- City of Hamilton, Culture and Recreation – program space



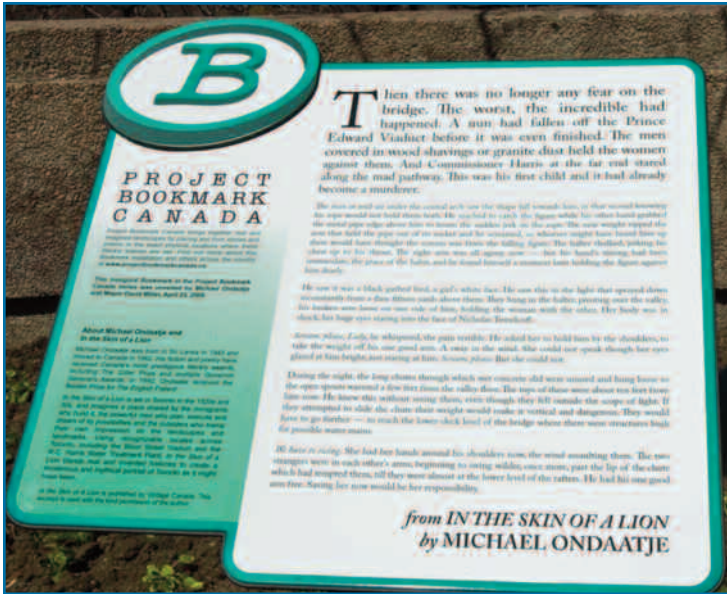
Photo courtesy Project Bookmark Canada

Project Bookmark Canada – Bookmark #9 – Giants by John Terpstra – Sam Lawrence Park, Hamilton

From left to right: Karen Anderson – Director, Hamilton Public Library; John Terpstra – Poet; Mary Terpstra – Librarian Assistant, Hamilton Public Library and John's wife; Paul Lisson – Community Librarian, Hamilton Public Library; Paul Takala – Chief Librarian, Hamilton Public Library; Rebecca Raven – Chief Librarian, Brampton Public Library; Marilyn Gear-Pilling – Poet and retiree, Hamilton Public Library; Ken Roberts – Ken Roberts Library Consulting

- First Book Canada – books for participants
- TD Bank Group – TD Summer Reading Club materials
- YMCA – summer student

For many participants, this free program may be the only summer activity they will have access to, so care has been taken to plan a program that provides opportunities for both learning and fun. Children with reading difficulties will be matched with a “reading buddy” for one-on-one practice, and newcomer youth will be matched with volunteers who will assist with English skills. Participants’ reading and Language Instruction for Newcomers to Canada (LINC) levels will be assessed at the beginning and end of the summer to measure the effectiveness of the program. We anticipate being able to engage a significant number of youth and their families who are not current library users with this traditional approach to community-led library service.



Project Bookmark Canada – Bookmark #1 – In the Skin of a Lion by Michael Ondaatje – Bloor Viaduct, Toronto

Going forward, we must also consider how to better engage existing customers. Applying a variation of the community-led model to this target audience, while leveraging partnerships, can lead to relevant and responsive programming opportunities.

An easy first step is to simply converse with your customers. Ask for feedback on your current program line-up as well as potential programming. Anecdotally, we know that HPL customers are keen to participate in more author readings and other culturally based programming.

HPL has just recently entered into a partnership with Project Bookmark Canada, which describes itself as “a national, charitable organization that places text from stories and poems in the exact, physical locations where literary scenes are set.” The organization has established “12 Bookmarks (poster-sized ceramic plaques bearing up to 500 words of text) since 2009, with installations in Ontario, Newfoundland and British Columbia.”¹ A sampling of the writers and titles represented includes Michael Ondaatje’s *In the Skin of a Lion*, John Terpstra’s “Giants,” and *The Jade Peony* by Wayson Choy. The program currently enjoys volunteer support from a small but dedicated group who research potential authors and titles for Bookmarks.

Plans for HPL’s Project Bookmark partnership include several activities, many designed to align with our customers’ requests for culturally based programs, such as a pilot project that will focus on the creation of a database and taxonomy for the express purpose of collecting open-source content to support the installation of Bookmarks. We hope our customers will not only participate in the collection of data but will also feel pride for local writers and a sense of ownership in the culture of Hamilton. Additional ideas include “one book” programs, a social media campaign, and possible tie-ins with Culture Days and Hamilton’s culture plan. We are also excited about the potential for this programming to spread across the country, highlighting talented Canadian writers while strengthening the ties between libraries and customers.

The power of leveraging partnerships can be boundless, whether the approach to community-led librarianship follows a more traditional model or, as suggested here, is adapted for use with individuals who don’t face barriers to service. Public libraries are sure to benefit from efforts directed to building relationships not only with partner agencies, but also with new and existing customers. 

Laura Lukasik (llukasik@hpl.ca) is the Manager of the Partnerships and Outreach department at the Hamilton Public Library. The work of this new department, created in September 2011, is focused on community engagement as well as adult programming, partnerships and grant programs. Laura is excited to be in the community engaging customers and promoting all that the Hamilton Public Library has to offer!

Note

1. Project Bookmark Canada, accessed May 10, 2013, <http://projectbookmarkcanada.ca/>.



Interview with Don Mills

After twenty-five years as Chief Librarian of the Mississauga Library System, Don Mills retired in October 2012. I was lucky to have an hour of his time on the phone shortly before he officially stepped down. His warmth and genuine enthusiasm for public libraries is apparent in this condensed oral history.

After graduating with a BA (Honours) in English from the University of Winnipeg, I went to work at the Winnipeg Public Library through their two-year “pre-library” program. It was a wonderful experience, and I continued on to UBC for Library Science. Nineteen seventy-one was the last year they offered a one-year program; I was the experimental pilot program for their second year—the first graduate of UBC’s Library Master’s program. With a focus on business administration, I had my eye set on the Toronto system, but the dean, Roy Stokes, asked why would I want to be a little fish in a big pond and why not consider being a big fish in a small pond? Taking his advice, I applied for the position of Chief Librarian in St. Albert, a small town just outside of Edmonton. I was lucky enough to oversee some very exciting expansion there from 1972 to ’75.

Don then moved to Kamloops and, as Coordinator of Children’s Services, worked for the Cariboo Thompson-Nicola Library System, the prototype for all British Columbia regional libraries:

It was heady days—money was easy to come by, and I had a wonderful few years working in the interior of BC. We had fifty branch libraries, and the furthest one from headquarters was five hundred miles away—a literal day’s drive. Travelling mountain highways was a joy; it was absolutely wonderful setting up new libraries.



But then the government changed, money evaporated, and we were cutting, slashing, closing—it was very sad. I jumped ship and headed to West Vancouver as their Chief Librarian. It was the best-funded library in Canada in the mid-70s, with active support and very high use for a medium-sized city at the time, a great experience.

I jumped at the chance to move home to Winnipeg as Chief Librarian and was very happy there until I was lured away to Ontario in 1987. I’ve been in Mississauga as Chief Librarian for twenty-five years—now *that* was an interesting move! Mississauga was smaller than Winnipeg but

growing fast, and is now the fifth- or sixth-largest city in Canada and still growing; it now has the third-largest public library system in Canada. The week I arrived, the City approved the creation of a six-story central library—my first project. When it opened, it became the busiest public library in Canada—we couldn’t build branch libraries fast enough!

I asked Don to speak about Feliciter’s theme of “Supporting Changing Demographics.”

Mississauga has always been very well planned, and was only incorporated as a city in 1974, though of course there are communities within Mississauga that have existed for more than a hundred years. It has always had a really good read of its community: parks, outdoor services, fire halls, and libraries have been very well planned. We currently have eighteen well-located, thoughtfully designed libraries offering excellent service. The city is also unique in that despite high levels of immigration, it hasn’t developed ghettos like other larger, older urban centres have, and we work closely with school and newcomer families to introduce the

library. Leaving their name and personal information, being allowed to borrow books that have a significant value, all on the honour system—many cultures find the process of registration frightening.

The City of Mississauga developed a policy that the Library fully embraced: hiring staff that reflect the face of the community:

The goal was, and is, to engage, employ, and use immigrant knowledge and experience. Our staff speaks dozens of languages, and we've translated much of our public material into multiple languages; this is a proactive approach, making sure that new residents feel like a part of our Canadian library. We have teen groups in our library branches that are highly reflective of our diverse community; I'm very proud of that. We offer story times in multiple languages, after-school and teen clubs, and we offer scholarships to our young employees to go to library school or other university programs. Many move on but they keep in touch, and the gratitude received is unbelievable. Newcomers need a leg up, a chance to get ahead. We've created these opportunities for our new citizens and it has had excellent results.

PRIZM is a complex customer segmentation system for marketing that was developed in the 1990s. It categorizes consumers into distinct segments based on demographics and consumer behavior, and has been used by many North American municipalities and library systems to learn more about their communities. I asked Don to speak to his experience with it in Mississauga.

It's a marketing tool. Our city bought it and the library could use it for free, as many other municipalities have needed to do. Some cities have far more divergent results; ours were quite homogenous. They looked at eighteen catchment areas, then enumerated by size how many different kinds of consumers live in those areas. We were looking for strong differences, and found that we already had a good reading of our communities. A good librarian will know this intuitively: if a pre-school program is over-subscribed, chances are there are a lot of preschool-aged children there, and programming and collection development goes from there. Or if you offer a senior-based program and no one comes, there's your answer. But PRIZM did help us to identify three specific sets, or "families." We learned

to concentrate on more technological and youth-oriented services for certain areas of the city, and came up with a differentiated marketing strategy.

Areas that are having socioeconomic problems may get more out of it. The lesson is that one doesn't have to do this annually. In fact, if you have done it once Communities do not change that quickly! I'd like to say we improved our approaches, but it would be hard to demonstrate that. It was a good exercise to open our eyes wider about our residents, and not to assume that they are all the same and want the same thing—and that's what we had been assuming. We did one-size-fits-all; we don't do that anymore. Our branch managers are more aware of who lives around their branch library than before we looked at the PRIZM data.

We also discovered which of our branches has the lowest penetration rate. If there are fifty thousand people living in the catchment, but only twenty thousand library cards have been issued, we have to start promoting to that area as it hasn't been penetrated deeply enough. We're only reaching every two out of three, but our membership is increasing. Every morning at 9 a.m. when we open the gate, I'm on the third floor, I can look down to see who is there, and invariably, it's a very diverse group of all ages, just waiting for the library to open so they can come in and improve themselves.

After speaking with Don, I remarked on how contagious his enthusiasm for libraries is, and he reiterated how rewarding his career has been and what it really boils down to.

I really wanted to help other people find knowledge and information to be learners. That really turns my crank. Our motto is that Libraries Change Lives. And I use that a lot: with my staff, with politicians, with the public. We change lives every hour of every day. And that just makes me feel good! I was thinking how twenty-five years ago, when I went to a story-time to tell a story—these people now have their own kids! It starts all over again—that continuous thread of society. I've taught my kids, and now my grandkids, the love of learning and books, and it's very fulfilling. 🌊

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Classifying the Margins: Using Alternative Classification Schemes to Empower Diverse and Marginalized Users

To provide library services to diverse and marginalized groups, resource description and classification are as essential as public and reference services. Anecdotally, I have little trouble finding other library professionals who fail to see the paramount importance of great cataloguing. To create and maintain great metadata, we employ standards. We commit the rules of MARC and AACR2 or RDA to memory in the hopes that their universality will help us create something useful. Sometimes we are idealists, hoping that our collections can be a vehicle of social cohesion. This is why it can be disappointing to discover that when we employ some classification schemes, the opposite is true. If we are not proactive in eliminating the inequities in certain common classification schemes, we could end up alienating diverse and marginalized populations. After explaining some of the difficulties in using popular classification schemes to describe resources for, by, and about diverse and marginalized populations, this article will explain how some libraries are implementing alternative classification schemes to represent and serve their users' needs.

Many libraries in Canada classify materials using either the Library of Congress (LC) or Dewey Decimal Classification (DDC) scheme. Graduates of MLIS and LIT programs become familiar with these schemes during their studies, and the schemes' universality allows for the easy sharing of records in consortium and copy cataloguing.

The trouble with these schemes is that their shortcomings are often overshadowed by their ubiquity, and in practice this often comes at the cost of flexibility in classification. It is the unfortunate case that while dominant classification schemes such as LC and DDC are able to effectively organize collections with a general scope, they are simply incapable of providing accurate means for the classification of some niche collections. Even more unfortunate is the case that some of the collections most likely to be underserved

by LC and DDC are those that contain material by, for, and about marginalized populations.

Ghettoizing subject matter

For some libraries, it is possible to mitigate the shortcomings of dominant classification schemes by creating policy or by making local additions to the schemes themselves. Given the ubiquity of LC and DDC, making additions can allow libraries to save costs and remain efficient by still allowing themselves to share and borrow metadata elements specific to the classification of most items, while accurately organizing the more niche elements of the collection. A popular example of this type of addition is the Library and Archives Canada (LAC) classes FC, for Canadian History,¹ and PS8000, for Canadian Literature.² Although LAC does use the LC classification scheme, the addition of the FC and PS8000 classes has allowed for a more thorough and detailed organization of materials specific to Canadian collections, which are otherwise given less treatment in the basic LC scheme.

This approach works for LAC's collection, as well as for the myriads of other collections that use the FC and PS8000 classes, because the materials with special classification requirements compose a small fraction of the collection. However, for some collections the majority of materials simply don't fit into the LC and DDC boxes. In her article on religious bias in subject headings, Tracy Nectoux briefly mentions the "ghettos" of the Dewey Decimal 290s.³ The Dewey class 200 covers religion. Christianity is covered by 80 percent of the 200-series classification numbers, with all other religions being classed in the 290 section. Dividing classification schemes in an us-and-them way certainly does ghettoize certain subject matter. On a practical level, this essentially ensures that cataloguers will have to create longer call numbers for materials falling into these classes. On a theoretical level, it ensures that any subject matter pertaining to diverse groups sits at the back of the classification bus.

What did you call me?

The semantics of a classification scheme are just as important as its organization. The vocabulary used to describe material is the face of the collection. Unfortunately for some classification schemes, this face can be inaccurate, politically incorrect, or downright offensive. For example, until 1972, “Homosexuality” was accompanied by a see reference to “Sexual perversion” in Library of Congress Subject Headings.⁴ LC also uses “Indians of North America” for a term that has been amended in Canadian Subject Headings to include “Native peoples—Canada.”⁵

It is a matter of respect that resources pertaining to the communities that libraries serve, represent, and describe should be classified in a way that is meaningful to the communities themselves. In *Prejudices and Antipathies*, Sanford Berman notes that the vocabulary used to describe people should use the terminology that those populations use to describe themselves.⁶ A failure to maintain continuous consultation with these communities, and a failure to recognize their own terminologies as authoritative, is, simply put, disrespectful. Making assumptions about appropriate terminology for diverse communities is as offensive as taking no action at all.

Making a change with alternative schemes

Using an alternative classification scheme is one way to beat the inequities that I have described here. Alternative classification schemes can be employed on their own or in tandem with dominant schemes such as LC or DDC. In many cases, an alternative scheme is employed in a niche collection to mitigate the inequities in popular classification schemes. They are created in consultation with the communities whose resources they are meant to describe, and they may be consistently revised in consultation with those communities. Alternative classification schemes organize information that makes sense to the community, using vocabulary that is useful, meaningful, and appropriate to describe the community’s resources.

There are a number of libraries and information resource centres that have opted to use alternative classification schemes. For example, Matt Johnson has assembled a list of classification schemes and controlled vocabularies used in LGBT resource centres, which were created because “[s]maller, more specialized collections


of GLBT materials . . . could not depend on the blunt instrument that was LCSH to describe their holdings.”⁷

The Central Catholic Library in Dublin, Ireland employs one such alternative classification system. The value of the system is “that it was developed to cover one particular subject (Catholic culture) and so allows for a much more detailed representation of that subject than would a general multi-subject classification [sic] scheme such as Dewey Decimal Classification.”⁸ Because the library is in constant communication with the Catholic community, it has been able to amend the classification system to include contemporary issues in Catholicism.

Here in Canada, the First Nations resources at the University of British Columbia’s Xwi7xwa Library are arranged using the Brian Deer Classification System.⁹ Brian Deer was created in the 1970s with the goal of serving the needs of the users of libraries specializing in indigenous subjects. “Indigenous self-representation is the standard that we use,” says Xwi7xwa Library’s Head Librarian, Ann Doyle when I spoke with her on this topic via telephone. According to Doyle, LC uses nineteenth-century language to describe indigenous topics, if they describe them at all. For example, the term Musqueam does not appear anywhere in LC. By consulting authoritative texts, as well as consulting aboriginal communities, Brian Deer is able to use the names that First Nations use for themselves and, according to Doyle, “creates a language for people that the Library of Congress doesn’t talk about.”

The Brian Deer system has had a noticeable impact on the Xwi7xwa Library’s users as well. Doyle has observed that using the accurate names of nations and peoples has had an influence on the creation of identity among users. This, in turn, shapes the research and the types of questions that people ask. This is a part of the Xwi7xwa Library’s overarching commitment to self-representation. When asked whether there have been any negative effects of using an alternative classification scheme, Doyle stated that on the technical side materials are not shelf-ready, so cataloguing them becomes more expensive. However, she has also noticed that Brian Deer allows for a more browseable collection, an enhanced sense of identity, and a more sophisticated representation of knowledge, and that it serves as point of pride for the library.

Moving forward

While there is a certain science to resource description, there is also an artistic side, which allows cataloguers to paint a picture of the nature of an item into its bibliographic record. However, when describing resources for diverse and marginalized populations, it can sometimes feel like using a palette of blue paint to describe resources that are inherently yellow. While alternative classification schemes may not be the solution for all libraries that serve diverse populations, they have certainly aided some libraries in acting as a mirror of the communities that they serve. They can help strengthen identities and empower communities. Despite being faced with sacrificing the benefit of the ubiquity of common classification schedules in order to accurately and authoritatively describe subject matter, libraries using alternative classification schemes are leading the way in eliminating inequities in resource description. 

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Notes

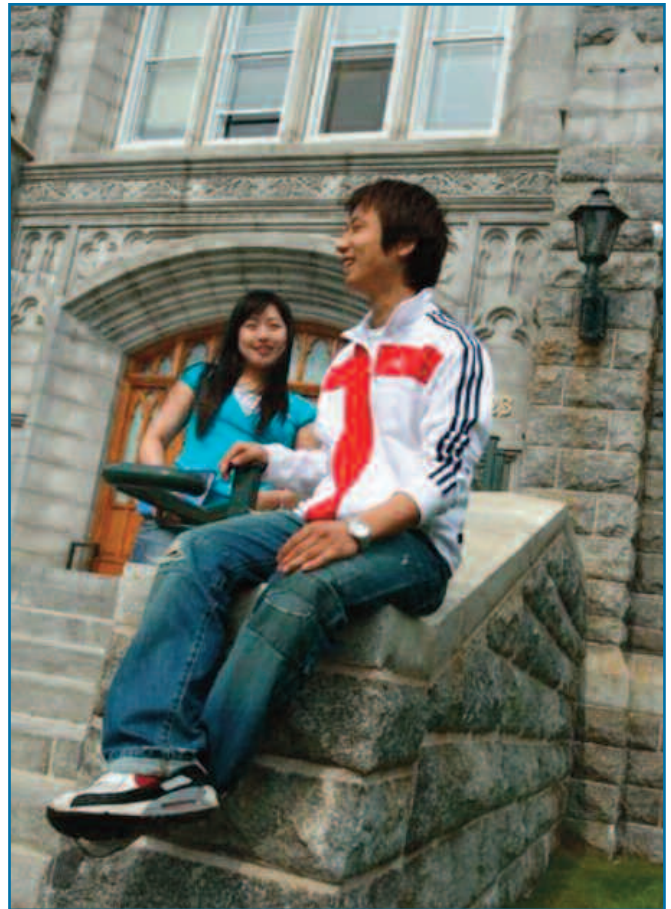
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Practicalities: Serving English as a Second Language Library Users

The concept of Canada as a cultural mosaic is very much evident in Halifax, Nova Scotia, whose diverse demographic is reflected in its variety of restaurants, grocery stores, corner shops, and markets. According to Nova Scotia's education consortium, there are more than a hundred countries represented in Nova Scotia schools.¹ With more than 3,200 international students at six universities and numerous colleges, language schools, and private training facilities, Halifax is clearly a destination for international students.² The Teaching English as a Second Language (TESL) Centre at Saint Mary's University in Halifax is a unique learning centre for students over the age of seventeen interested in learning English, as well as fluent English speakers training to be teachers of English as a Second Language (ESL). Our international students come from all corners of the globe and can enter the year-round program with absolutely no English language skills, varying degrees of English ranging on a scale from Starter to Level 6, or advanced English skills and an interest in a bridging program to enter degree programs at Saint Mary's or other Canadian universities. Currently, fourteen countries are represented at the TESL Centre, including Libya, Kazakhstan, Yemen, Venezuela, South Korea, and Egypt, and a large number of our students are experiencing English for the first time. The TESL Centre Library houses computers for our international students as well as a collection of nine thousand items including English readers, textbooks, reference materials, games, CDs, DVDs, and periodicals.

Working in the library and providing international ESL students with library services, conversation, advice, and sometimes just a friendly face when home is so very far away is both rewarding and sometimes overwhelmingly challenging. That being said, the benefits and experience of working with ESL students far outweigh any challenge. The following practicalities garnered from daily experience may assist those professionals lucky enough to serve ESL users in public, academic, or special libraries.



Enjoying a break between classes

Photo courtesy: Saint Mary's University

Not a race

Quick service is key in fast food establishments and retail, but this is not necessarily the case in a library setting, especially in relation to international students with little or no English skills. Taking your time, speaking clearly, and giving the user time to think about what you are saying or attempting to demonstrate always results in a more positive experience for everyone. How overwhelming must it be for these learners to try to get their request across in a new environment when they are feeling rushed? Slow down, make eye contact, allow the user time to try and find the right words, and communicate that he or she is your priority at

that moment. In some cases users may prefer to take your business card and e-mail you from home, allowing time to formulate and translate a formal written request rather than trying to converse in English on the spot. Facilitating e-mail communication is an important option.

Never assume

Working in a small academic library with a very specific collection could lead one to assume that staff may often be able to predict what users want. Not true. While the requisite open-ended reference interview may not always be applicable, I quickly learned not to make assumptions. I once had a student return with an English-speaking friend to politely let me know that the biography of Daniel Radcliffe I provided was actually not what they were requesting and that they in fact were enquiring about show times at a local theatre. Not a proud professional moment. Despite hand gestures, drawings, and some English communication, we were clearly still too far apart: I should not have assumed that I knew what they needed and sent them on their way.

Visual aids are your friend

When words fail or communication is just too limited, use whatever aids you have. Pointing, gesticulating, drawing, and pulling up images on a desktop have all worked for me in the past. Translators on smart phones, friends with more mastery of the language, or a dictionary off the shelf are also useful. If the term “printer” is not being understood, walk over and point to it. I learned very quickly that a student who walks in and demonstrates squeezing his/her fingers together while holding an imaginary paper means, “Can I please use your stapler to staple my research paper?” No words necessary, and if they aren’t in a hurry I can teach them the word “stapler” and a few new English words at the same time.

Know your demographic

Our international student population is connected, wired in, attached to their smart phones and tablets. Placing Quick Response (QR) codes on my library publications that link to webpages that students need has proven very successful. Even those users who cannot read the English on the poster recognize and scan the code out of curiosity. Students can be led to the online catalogue with something as simple as a

QR code with a picture of books on the shelf beside it. Notices about contests or even just a map of the campus have been accessed via QR codes as well.

The social media platform Pinterest has also been a great visual and technological tool. I post links to web pages on citations, language tests, and general life in Halifax (tourist attractions, international restaurants) on the library Pinterest page. This is achieved by simply “pinning” a visual image onto a “board” on your page. All new items and “most borrowed” item covers are pinned there as well. Students often show me their smart phones with the book cover pin on the TESL Pinterest page when requesting a book for which they have difficulty pronouncing the title. A simple photo contest sponsored by the library is a great community builder, with the photos posted on the library website and Pinterest page as well as on a wall in the library. The only cost involved is for a small prize. Students will view the entries on the Pinterest page as well as gather in the library to see each other’s photos of “home,” thus increasing library visits and usage both in person and online.


Take an interest

ESL students are eager to improve their English conversation skills, and the library is a safe place in which to practice. I have formed long-term friendships with students who came to the library merely to chat and hone their English language skills. What began as simply “Hello” and “How are you?” gradually grew to longer conversations about families, future plans, and cultural traditions. One student in particular stands out, as she had many questions about Canadian holidays. Coming to Nova Scotia from Libya, she wanted to know about Thanksgiving and how to explain Halloween festivities to her young son, who was terrified of the ghoulish decorations in their apartment hallways. Another student from Japan frequently visited the library to question me on Canadian idioms in an effort to master their use in his conversations. Students who feel comfortable in the library, and develop a relationship with the staff, spread the word and this in turn increases library usage. The library is also reinforced as a safe and comfortable place for international users at a time in their lives when everything is foreign and intimidating. With library advocacy currently in the forefront, word of mouth is priceless.

Knock down barriers

It can be very intimidating for anyone, regardless of language skills, to cross a large expanse of library and approach the staff person sitting at the imposing circulation desk. It is even more stressful for an ESL library user who cannot read the signage, may be unable to ask other users for assistance, and is unsure of what words to use or if those words will even be understood. If you see someone hesitating to cross the library threshold or approach you, come out from behind the desk and meet them halfway whenever possible. Remove the barrier of the desk and the distance and make them feel welcome, that they belong. It is a small gesture that goes a long way. Some of our international students are not aware that they can use the library for free, as their home libraries often require a membership fee and entail strict use regulations. While we may take it for granted, you may need to make a point of letting your international users know that library use is free and visits aren't regulated, thus removing another barrier to use.

Smile and breathe

A welcoming smile is a wonderful tool when words are not understood. As the saying goes, everyone smiles in the same language. Greeting your international users with a smile bridges that language gap and makes them feel welcome and valued. Breathe deeply and take a moment to put yourself in their shoes when a difficult interaction seems to be going nowhere. If nothing is working, step back and think how to approach the issue from a new angle. Even if communication breaks down or becomes frustrating, a reassuring smile will let your user know that you have haven't given up on their request and they will remember that smile next time they need a resource, seek out a place to relax, or just want to chat. 

*Check out these resources for more information on how best to serve international library users:

- American Library Association, *How to Serve the World @ Your Library: Serving Non-English Speakers in U.S. Public Libraries*, 2008, www.ala.org/offices/sites/ala.org.offices/files/content/olos/toolkits/servetheworld/LI_toolkit.pdf.
- Carol Smallwood and Kim Becnel, eds., *Library Services for Multicultural Patrons: Strategies to Encourage Library Use*. Lanham: Scarecrow Press, 2012.

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Notes

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Serving Older Adults

In 2010, the Ottawa Public Library (OPL) created its Diversity and Accessibility Department (DAS), bringing into the fold Newcomer Services, Bookmobile, Accessibility Services, Volunteer Services, and Homebound Services. A growing city and changing demographics prompted the need for the unification of services specifically dedicated to the culturally, linguistically, and generationally diverse population that makes up the nation's capital.

By 2031, the number of seniors living in Ottawa is expected to more than double. This data comes from the City of Ottawa's Older Adult Plan, which outlines a vision to make Ottawa a city that is responsive to the varied needs of older adults by targeting eight strategic areas and goals in the realm of municipal responsibility, including social, recreational, and cultural participation.¹ In the summary for this service area, public libraries rank high:

Public libraries were rated as one of the top positive attributes in Ottawa by older adults; in light of population aging, it is important to ensure that collections and services remain relevant in the future.²

How then is OPL answering the call? Guided by our core values, which include access and inclusion, innovation, and service excellence,³ and with both an inward and an outward-facing lens, we build from the foundation created in 2010 when DAS was born. Our work in progress focuses on places and spaces, collections, services, and programming.

Places & Spaces

In 2005 the Ontario government introduced the Accessibility for Ontarians with Disabilities Act (AODA),⁴ which details the legislated requirements for businesses and organizations across Ontario. While the act provides the framework for the provision of accessible, equitable services to individuals with disabilities, it also gives us

a starting point from which to work when considering how we develop and deliver services to older adults.

The Ontario Ministry of Economic Development, Trade and Employment estimates that by 2036 one in five Ontarians will have a disability, as compared to one in seven, or 1.85 million, today.⁵ At any given time, almost 20 percent of the older population experience activity limitations, with 17 percent of seniors using a cane, walker, wheelchair, or motorized scooter—whether associated with the normal aging process or not.⁶ As we build new spaces and renovate and re-purpose others at OPL, accessibility is a priority. On the checklist:

- Clear paths of travel. Is shelved material easy to access/retrieve? Are service points approachable? Can the branch be easily navigated by someone with mobility issues?
- Seating. Is there adequate seating? Do our service points allow for someone to sit down if need be? Is the seating at our assistive work stations comfortable, adjustable, and safe? For someone moving from a motorized scooter, for example, onto a chair at an assistive work station, we want to ensure the chair is fixed and stable, yet light enough to slide back into place.
- Signage. Do we have proper signage, including tactile signage and signage that is well positioned and easy to read?

Other questions we consider:

- Is there proper lighting? How do we maximize natural light?
- Do we have power-assisted doors where necessary?
- Are our washrooms accessible? Are the entrances to our buildings accessible?
- Do we provide ample parking for individuals who may require a handicapped spot?

Collections

Like any other age group, older adults have varied reading interests, needs, and physical abilities. The collections at OPL are responsive to reading and publishing trends and have been developed and maintained according to the demographics we serve. Industry standards, customer feedback, and the census all drive collection management at OPL.

Accessibility is taken into consideration when purchasing material for the collection. Availability and budget permitting, we purchase titles in both print and audio formats—although it is worth noting that the increased popularity of e-books has had an impact on budgets allocated to other formats. Whenever possible we purchase DVDs with captioning/descriptive audio, but availability is limited and vendors generally do not include this information in their product descriptions. When we purchase digital products one of our assessment tools is a database accessibility evaluation form, which prompts us to ask such questions as, Does this product allow for users to change the font size? Are there meaningful alt-text equivalents? Is it possible to use the product and run adaptive technology simultaneously? Are alternatives provided for visual or auditory content?

Currently, 2.3 percent of our materials budget is dedicated to large print material and 2.2 percent to audiobooks, which traditionally have been the formats of choice for many aging library users. For borrowers registered with our Talking Book Service we loan out DAISY players and provide access to our ever-expanding collection of DAISY and MP3 audiobooks. No doubt there will eventually be a shift as accessible technology evolves and the next generation of older adults, more comfortable with devices and well versed in all things digital, learn to embrace the library of the future. Having said that, we must be cautious and sensitive in our estimations if we are to stand by our commitment to inclusion, as low-income older adults may not be able to afford the technology required to download and access the collections held on digital shelves.

Services

The opportunity to liaise directly with older adult borrowers is tied to both our delivery of customer service and our delivery of library materials: both

services can be, and are in our case, tailored to meet the needs of an aging population. OPL staff are trained on the AODA Customer Service Standard, which, again, provides a framework with which to model customer service to older adults. Our accessibility librarian maintains a consistent presence on our staff blog, keeping information about accessibility front and centre.

We also provide two types of services designed to meet the needs of those who may, as a result of age, require library material in specific formats and/or who may need to have that material delivered to them. Our Talking Book Service provides audiobooks to individuals who can get to a branch to pick up their titles. Our Homebound Service provides and delivers all types of library material to individuals who, generally due to age and/or illness, cannot get to a branch. We currently deliver to more than 550 individuals and provide on-site “mini-libraries” thirteen times a month.

Programming

Programming is yet another way we reach out to this demographic. Referring back to the City of Ottawa’s Older Adult Plan, we see that older adults are looking for social and recreational opportunities that are not cost-prohibitive, are easily accessible by public transportation, and are held at convenient times during the day.⁷ Working with a group of program partners, OPL offers specialized programming for adults aged fifty and over. This spring the series includes sessions on health and wellness, poetry, writing, and personal finance.


We also offer programming with the newcomer older adult in mind, programming that addresses isolation and promotes social inclusion and language learning. These programs are generally offered on Wednesdays, when seniors can ride the bus for free, in the morning or afternoon, when the library may be quieter, and in the warmer months, when the streets and sidewalks are free of ice and snow.

Many older adults are interested in learning computer skills and having access to public computers. According to figures from Statistics Canada, the percentage of Canadians aged seventy-five and older who are online grew from 5 percent in 2000 to 27 percent in 2012, and a report last year by Revera Inc. (a seniors’ services provider) and Leger Marketing found that more

than half of seniors older than seventy-five belong to a social networking site such as Facebook, and more than a third of them go to those sites daily.⁸

OPL offers a variety of computer workshops, including Genealogy and the Internet, Facebook 101, and a program called Techno Buddies, which pairs teen volunteers with adults aged fifty-five and over for one-on-one sessions where teens share their knowledge of technology. The teens answer questions like how to set up Facebook and email accounts, how to save pictures on a cell phone using a USB key, how to transfer them from a cell phone to a digital picture frame, how to text, and how to use an iPad. Response and feedback for this program have been overwhelmingly positive.

With the emphasis on technology and computers, we must also keep in mind that as the population ages, people may find it difficult to read the printed word. Any promotional material and/or program handouts should respect clear print guidelines,⁹ which take into account things like clean design, paper finish, font family and size, letter spacing, and contrast. The availability of assistive listening devices for programming also needs to be considered.

Moving forward, if we share resources and best practices and work with community partners to ensure the financial sustainability of the programs we offer, the possibilities are as diverse as the older adults for whom we will be designing and delivering the services. In moving forward, however, we must also be cognizant of not leaving people behind. Certain older adult groups have been identified as having unique needs that are not always necessarily met by existing programs; these groups include francophones, men, immigrants, and gay and lesbian couples.¹⁰ Staying true to our core values, including access and inclusion, innovation, and service excellence, will ensure success as we build and grow our libraries and our services to address the needs of Ottawa's aging population. 

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Notes

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Stories are Meant for Storytelling: Developing Library Services with Indigenous Peoples

I live and work in Winnipeg, a city where large numbers of Indigenous peoples have always lived, worked and told their stories. I'm not First Nations, Métis, or Inuit, but I am a firm believer that storytellers make the best teachers. If you learn anything from this piece it will be because I've been lucky to be part of a good and ongoing story.

I began my own professional story in 2007 when I was hired as the Outreach Services Librarian for Winnipeg Public Library (WPL). Outreach Services at WPL has three main focus areas: newcomers to Canada, Aboriginal peoples, and senior citizens, particularly those with mobility challenges. Two mobile services (one for seniors and one to serve "library desert" neighbourhoods), a homebound library service, off-site "book-a-librarian" programs, and work on relevant system-wide initiatives are conducted and/or managed out of this unit. When I started in 2007 I was the unit's only front-line service librarian, so my work on Aboriginal services for the system was necessarily balanced off with other responsibilities. When our unit gained its second librarian I was able to focus most of my work in this area, and so this story begins.

In the late 2000s, WPL had some work in place on which to build relationships and services with Indigenous peoples. Aboriginal Resources Collections for all ages had been developed and strategically located in relevant branches; the central Millennium Library (having undergone a major renovation and re-opening in 2005) included the "Aboriginal Reading-in-the-Round," a combined programming and collections space for children and families. Targeted program offerings, including a day-long "Spirit Saturday" event in 2006, had been well-received; a major highlight was a round dance throughout Millennium Library. It was a good beginning.

The story of our continued work over the past four to five years has been made up of initiatives both big

and small. A major needs assessment was conducted (using contractors with extensive contacts in the community), which provided us with information to help with decision-making and acted as a kind of library awareness-raising tool among the community members and organizations who shared their opinions and knowledge. A new mobile library service was initiated by our Administrative Coordinator of Community Outreach and Marketing, Kathleen Williams. Start-up collections with a focus on children and teens, adult learners, and Indigenous cultural knowledge and stories, and program offerings (book-making crafts, collaborative story writing, collaging—really anything we could get in a box that promoted vocabulary building through writing or speaking) were developed by Kathleen and myself. The service eventually grew to visit three neighbourhood sites, all with significant Indigenous populations, twice a month each, on a year-round basis. An Elder-in-Residence offered a steady stream of on-site and off-site programming, including talks about cultural teachings and drum-making workshops. Smaller initiatives, such as being really proactive about promoting library tours and visits (and then conducting a whole lot of them!) and being equally proactive about promoting librarian off-site visits to organizations, worked to complement some of the larger pieces that were being put into place.

Work was continuing when we were gifted—in a big way—with the power of story itself. This past year the public voted *Manitowapow: Aboriginal Writings from the Land of Water*, an anthology of Indigenous literature in Manitoba spanning several hundred years (thousands if you count the petroforms, and we do!) to be the 2012-13 On the Same Page ("Manitoba's Biggest Bookclub") pick. The selection made possible a further range of initiatives both big (giving away more than eight hundred copies) and small (staff getting to show off their expertise to new audiences visiting our spaces). It's been a part of our story we were ready to participate in and celebrate.

I can't say what the next parts of the story will be. All I know for sure are the lessons we've learned, and, like all good stories, they're meant for sharing. Here are a few tips I hope will help with the story of your own work.


1. Be honest. Start from an honest place. If you or your system aren't fully aware of the Indigenous communities, cultures, politics, and histories in your area, it's okay to admit that. In fact, it's better if you do. If there are parts of your overall service you expect might not serve certain members of the community well, it's okay to admit that too. A great example of this is use of Indigenous languages in signage or other promotional materials. Beyond consulting the reference sources at hand (*Pocket Ojibwe: A Phrasebook for Nearly All Occasions*, anyone?) getting language questions right is tricky. Differences in dialects or even spelling within dialects can be difficult for non-speakers to navigate, and in all likelihood require consultation with those who have the knowledge you need. So reach out, be honest about what you know (which is guaranteed to grow over time) and about what you have to offer.

2. Be open. Assume nothing. The same range of experience, family structure, opportunity, and cultural identity applies to Indigenous peoples as to any people. And it goes without saying that the range of Indigenous cultures, traditions, languages and community experiences across Canada is huge. Finally, many while many Indigenous people (not unlike the general population) may not be familiar with library services, many are. You know this as common sense, but at some point in your story you may forget and falter because of it: you'll pitch a presentation too high or too low, or go just one Indigenous-focused title too many in a display, for example. When this happens, ask: what assumption was I making?

3. Be consistent and kind. Create services that allow your system and the people who work in it to be seen as familiar and genuinely friendly. You need to be present to build trust and a relationship where information flows from the public to the library. For example, WPL's mobile service, mentioned above, is staffed visit-on-visit by the same three or four people. Even with this consistency and commitment to relationship-building it took several months to build "regulars" at

certain sites. Consistency was key. Once the community trusted that the service was not another pilot (typical of the non-profit-driven community programming in the neighbourhood) their comfort level reaching back out to us with their questions, suggestions of materials, and so on, grew. Friendly service and the idea that they had just as much to teach us as we did them completed the successful equation. We were present but not pushy—think the best of community development library service. We showed up, but made sure not to show off.

4. Be brave, but only if you're following the first three tips. If you are, then be brave! It might sound a bit precious to read (it certainly does to type) but being brave is what keeps the stories moving forward. If the community suggests drum-making workshops, but you've never touched a hide in your life, don't be daunted! (See Tip 1: admit what you don't know and call in for reinforcements.) Because if *you*—you who have started from a place of honesty, worked to learn about individuals and their communities, done your best to be present and kind—if *you* won't be brave enough to try service X or launch partnership Y, then who will? In many ways, Indigenous library service is in its very early stages. Much of what will be accomplished in the coming years will be first-of-its-kind service and it will be put in place in your community. Be brave.

Above all, remember that stories are meant for storytelling: whether it consists of hard numbers, qualitative advice, or both, don't forget to share the story of your work. The audience for what you'll have to share is strong and growing. 

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Protecting the Rights of the Most Vulnerable by Creating a Culture of Inclusion

Five years ago, my life changed quite dramatically when my daughter was born with Down syndrome. As a newly minted public librarian, I thought I was well schooled in barriers to information and services. However, it was not until I began to navigate the world as the parent of a child with a developmental disability that I discovered what these barriers really meant for individuals with disabilities and their families.

A developmental disability (DD), according to Developmental Services Ontario, is “present at birth or develops before 18 years of age, limits a person’s ability to learn, is permanent, [and] can be mild or severe.”¹ It may affect language skills, social skills, and physical development, and often means that it takes a person a little longer to learn or understand. Common types of developmental disabilities include Autism Spectrum Disorder, Down syndrome, and cerebral palsy.

It could be argued that those with DD are truly the most vulnerable in our society. Despite recent positive changes, individuals with DD are less likely to graduate from high school and more likely to live in poverty. They are less likely to attain employment and more likely to be victims of abuse. Barriers to library service are numerous and may include low literacy, financial constraints, difficulty obtaining transportation, and varying levels of cognitive and physical abilities. Other challenges stem from attitudes of fellow library patrons who do not understand the needs and behaviour of those with DD, or perhaps the lack of knowledge

among staff members with respect to the best way to communicate and offer appropriate resources.

Despite these difficulties, Canada has seen dramatic changes for this population over the course of a generation. Thirty years ago, thousands of people with DD were living in institutions across Canada, and children with special needs were sequestered in separate classrooms. Society at large still subscribed predominantly to a medical model of disability that viewed those with disabilities as beings who need to be “fixed”; the Canadian Charter of Rights and Freedoms was in its infancy, and did not yet include those with physical and mental disabilities as equal under the law.

Thanks to improved health care, this new generation of individuals with DD will likely outlive their parents for the first time in history. To most parents, this is both an incredible development and a terrifying one. While parents are alive and able, they navigate systems for their children, keep them informed and connected, and ensure that their rights are upheld in all aspects of life. It is difficult for families to imagine how this gap will be filled once the parents are gone.

Shortly after my daughter’s birth, I remarked that I didn’t see anything wrong with her—rather, it was society that was the problem. I learned later that my sentiments reflected the social model of disability, a model founded in the Civil Rights Movement, which suggests that those with differing physical or cognitive conditions are disabled far more by societal constructs than by their



*All ages and abilities symbol used for programs at Burlington Public Library
(Designed by Inge Ho)*

physical makeup.² As a librarian, I believe public libraries can play a fundamental role in the elimination of such constraints by assisting those with DD to understand and exercise the rights bestowed on every Canadian citizen.

This is difficult to achieve, however, if library services are not fully accessible and inclusive themselves. Without a doubt, there are aspects of service that libraries are doing exceedingly well. People with DD are regularly welcomed into public libraries. Collections are designed with different levels of literacy in mind, and special programs are offered to promote literacy in adults who have intellectual disabilities. However, as the caregiver of a child with a disability, I recognize that there are still gaps to be filled. I personally have struggled with the simple task of registering my daughter for library story time, as the programs are based on age rather than developmental stage. This may seem like a small thing, but for those with DD and their families, it is just one more hurdle to assess and negotiate along with healthcare, childcare, therapy, education, and virtually every other situation they encounter.

Life is complicated for this segment of the population, and as such, they are at risk of being left behind. That said, libraries can do many things to achieve more seamless delivery of service to those with DD. By taking a proactive and system-wide approach to inclusion, public libraries can protect the rights of those with DD and help eradicate that sense of otherness they and their families experience every day. The following are some easily implemented ideas to achieve this goal:

1. Reach out

Connecting with local organizations and parents who support individuals with DD is a crucial step, as patrons with DD may not be able to advocate for themselves. Those receiving tough diagnoses are desperate for information and do not always think of approaching the library. Following the diagnosis, transition periods are the most challenging, e.g., finding childcare, starting school, and moving into the labour force. Resource needs may be different than library staff expect them to be, so it is important to find out from patrons what their needs truly are.

2. Provide staff training

Training in both awareness and communication is vital for all front-line staff. Representatives from support organizations are often eager to share their knowledge and would welcome an invitation to do so. Simple techniques such as phrasing questions using basic sentence structures or allowing a patron slightly longer to make a reply can do wonders for enhancing communication. In addition, iPads are increasingly serving as assistive devices for a new generation of young people with communication disorders. With training, interactions can be much more successful despite communication barriers.

3. Support the caregivers

Often patrons with DD visit the library with caregivers or support workers. When workers are at the library with their clients, they are often so focused on the clients' needs that it is difficult to learn how to navigate the library or gain a good understanding of the library catalogue and the assistive devices available in the library. Offering opportunities to train support staff or caregivers would ultimately help patrons with DD, as their caregivers would then be able to find appropriate resources for their clients or family members more readily.

4. Take away the guesswork

On any given day, those with DD and their caregivers are not quite sure how visits to public places will unfold or what attitudes they will face. Libraries can help patrons with DD and their companions feel welcome by including positive images of people with disabilities in their marketing materials. As libraries are associated with literacy and intellectual pursuits, images that reflect diversity are an instant indication that everyone belongs no matter what their abilities are. Many municipal recreation departments achieve this by using symbols in their guides to specify what programs are suitable for all ages and abilities. An approach such as this would also be beneficial with respect to library programs.

5. Target communications

Individuals who have limited literacy skills will have difficulty with traditional techniques for marketing library programs and services. For that reason, mailings

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8Rs Redux: Further Exploration of Human Resources in Canadian Libraries

In 2003/4, the 8Rs Research Team explored variables that addressed the state of human resources in libraries across Canada. A comprehensive research agenda was constructed that included in-depth telephone interviews with library administrators and focus group sessions, a survey of 461 institutions, and an additional survey of over 2,200 librarians and nearly 2,000 paraprofessionals as well as 857 MLIS and LIT students (in Masters and library technician programs). Two studies were released: *The Future of Human Resources in Canadian Libraries* in 2005 and the *Training Gaps Analysis: Librarians and Library Technicians* in 2006, published in both official languages. This original 8Rs data revealed a great deal about retirements, recruitment and succession planning, education and training, changing roles, and the demand for and supply of leadership and management skills that now warrant updating or a more in-depth examination. For example, the 8Rs research began with the question of retirement within the Canadian library workforce, and it was found to be an exceedingly complex issue. The best estimate, assuming a retirement age of sixty-two years, was that 16 percent of professional librarians would retire by 2009 and 39 percent by 2014. These retirement rates, it was found, would not prompt a crisis in the librarian workforce, but were also viewed as extremely vulnerable to personal factors and monetary variables. While the 8Rs research found that most of those librarians nearing retirement age in 2003/4 were ambivalent about their age of retirement—they could easily be tempted to stay (or constrained to stay if family economics were an issue) or might leave early if early retirement packages were an option—the oldest baby boomers turned sixty-five in 2011, suggesting that the predicted wave of retirements has really only just begun.

Have the predictions made in 2005 been borne out? Will there be an impact on libraries as increasing numbers of baby boomers look to retirement? These are important questions to explore as we investigate the current supply of and demand for librarians and library

workers and learn if retirements have been delayed, or are coming, and discover the resultant impact upon individuals and library organizations. Since the original study was the first to examine human resource issues in such a comprehensive way and on a national basis, the data were always intended to be used as a baseline to which future research could be compared.

Over the past decade, much has happened that could have had a significant impact on human resources in libraries. The 2008 recession and associated budget pressures, an ever-expanding array of technology, and increasingly diverse community and stakeholder groups, as well as the predicted retirement of the baby boomers, are just some of the driving forces for change in libraries. Accordingly, in 2012/13, the 8Rs Research Team has scoped out two major research projects designed to build upon the original 8Rs data by generating longitudinal data that will allow for the re-examination of the state of human resources in the Canadian Association of Research Libraries (CARL) libraries and the libraries that are members of the Canadian Urban Libraries Council (CULC). The collection of this longitudinal data will enable quantitative mapping of the many ways in which libraries and their staffing requirements have changed within a ten-year time frame, as well as how they have responded to such changes. The proposed research will also promote a more in-depth analysis of the original 8Rs data on substantive topical issues and provide the ability to respond to trends, rather than just providing a snapshot of one point in time. More detailed lines of inquiry and research questions include the following:

- How libraries have dealt with retirements in the recent past, as well as the development of their succession-planning strategies (whether formal or informal).
For example:
 - To what extent have predicted retirements been realized?

- What does the future hold for retirement rates?
 - What have been the major influences on retirement decisions?
 - Which succession-planning strategies have been shown to be the most effective?
- In 2003/4, 7 percent of librarians were visible minorities (and just 1 percent were Aboriginal). This is half of the comparable statistic for the entire Canadian labour force at that time (14 percent). These findings raise questions about the effectiveness of human resource policies in attracting diversity applicants. Alternatively, it is also quite possible that there is simply a shortage of visible minorities applying to work in libraries. Either way, very little is known about the causes of the lack of diversity in the Canadian university library workforce.
For example:
 - To what extent have minorities increased their representation among librarians in general and among management positions specifically?
 - What are the major barriers to developing a more diverse workforce?
 - The original 8Rs data revealed that a minority of librarians were interested in managing (44 percent) and supervising (36 percent), though more were interested in performing leadership roles (62 percent). Indeed, the gap between the interests of librarians and the institutional need for librarians to perform leadership and management roles was perhaps one of the most widely disseminated findings from the 8Rs research. Thus, an important question to be addressed in the Redux is to what extent this gap has narrowed.
For example:
 - To what extent has the demand for librarians to perform management and leadership roles changed in the past ten years?
 - Are new librarians more aware of the need for them to perform leadership/managerial roles?
- Are new librarians coming into libraries better equipped to perform these roles?
 - Are libraries offering more training opportunities for librarians in the areas of management and leadership?
- A significant finding of the earlier research was the extent to which paraprofessionals were taking on roles that were traditionally within the professional librarian domain. Fully 78 percent of libraries indicated an increased need in both the past five years and in the next five years (77 percent) for paraprofessionals to perform traditional librarian tasks. Interestingly, however, only 28 percent of paraprofessionals themselves reported that they were currently being required to perform more librarian tasks than in the past, suggesting that further research designed to update this finding and explain gaps in perception is warranted. A second noteworthy finding relates the number of paraprofessionals (three in ten) who expressed an interest in becoming a professional librarian, though most were unable to pursue this career because of access barriers to library school programs. Finally, predicted retirements of paraprofessionals were not quite as high as for professionals (34 percent of paraprofessionals were predicted to retire by 2014 compared to 48 percent of professionals). That these retirements were and are occurring within the same timeframe as librarian retirements, however, compounds the number and impact of retirements for libraries. Again, questions need to probe the role of paraprofessionals, their aspirations, and the retirements occurring amongst the paraprofessional population in Canadian libraries.
For example:
 - To what extent have paraprofessionals continued to take on roles that were traditionally in the realm of professionals?
 - Are paraprofessionals more or less likely to be finding their way to LIS programs?
 - What does the future hold for retirement rates of paraprofessionals?
 - How are libraries dealing with the compounded effects of retirements of both professional and paraprofessional staff?

The 8Rs research began with the question of retirement of the Canadian library workforce and it was found to be an exceedingly complex issue. The research also raised a host of related issues, and the profession continues to grapple with the multifaceted and interwoven elements of retirement, recruitment, retention, remuneration, repatriation, rejuvenation, re-accreditation, and restructuring (the 8Rs). Seemingly, these factors are still front and centre in the thinking of many Canadian library associations and leading individuals. Most gratifying has been the number of articles and works of others that cite the original 8Rs studies. When they were first published, the 8Rs data were referred to as huge, rich, and deep. This data needs to be renewed, and the 8Rs Redux is being designed to assess the degree of change that has occurred since the data were originally gathered. 🌊

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targeted to group residences or e-newsletters to caregivers would be a more effective way to ensure those with DD are connected with library programs and services. Within the library, including symbols as well as text on maps or signage will help those who are print disabled gain some independence as they navigate various departments.

6. Be a role model

Although we regularly see individuals with DD visiting our libraries, how often do we see them working there? Many people with DD are employable, and post-secondary programs are emerging across Canada to provide individuals with DD the skills required to obtain and retain employment. If employment opportunities are not feasible, volunteer positions may be. Support organizations are working hard in our communities to find placements for their clients. Employing those with disabilities is the ultimate way libraries can take the lead and model true inclusion in their communities, while at the same time imparting invaluable job skills and independence to those who need it most.

As I write this, my daughter is smiling at me from a picture frame on my desk. She is only five and does not yet know that she is different. She moves through the world with confidence, curiosity, and a sense of belonging. As she grows, I will teach her that libraries are her greatest allies, no matter what challenges she may face. Odds are good she will be here long after I am gone, but if libraries are equipped to support her needs, she will always have a chance of understanding her rights and ensuring they are upheld. 🌊

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Notes

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Who's Next Door? Living with Your Library's Neighbours

Bearded, turbaned, and magnificent in a three-piece suit and running shoes, Jaskaranjit Singh Sandhu has managed his small Indian restaurant in a suburb of Vancouver for a decade. Down the block is a public library branch that he loves, he says, as much as one of his seventeen grandchildren. During the restaurant's quiet times, he visits the branch to read.

"Mr. Sandhu has real charisma," says Connie, the branch manager. "He sweeps in like some royal personage and gives a dignified nod to the staff at the circulation counter. He bows to the person on the reference desk, and then proceeds in a stately manner to the periodical section. He sits in his favourite chair and reads *National Geographic*."

Occasionally Mr. Sandhu looks up from an article on the giant moths of Borneo and smiles. He has mentioned to Connie that the branch is the happiest place on earth. He can sit for hours, reading a single issue of *National Geographic* and smiling with pure pleasure. He is probably the most contented library patron in Canada, and the branch staffers adore him. They also adore his restaurant's butter chicken and lamb rogan josh, mushroom mutter makhani, and plates piled high with steaming rice pilaf. During lunch hour, library employees dash up to Mr. Sandhu's. As they order the daily special and cups of sweet chai, they are as happy as Mr. Sandhu in the periodical section.

This is a clear case of neighbourhood symbiosis. Everyone benefits. Everyone smiles. In that suburban block there is a feeling of order and mutual respect that leads to good community relations. Unfortunately, these circumstances do not always prevail.

Something in the air

For example, employees at the library of a non-profit organization in Toronto complain bitterly about the fast food odours that pervade their offices and stack areas.

"On our block there are two pizzerias and a burger joint," says Max, the head librarian. "Most of our staff



Photo by Deborah Johnson

A quiet block of West Tenth Avenue in Vancouver: a library branch at a comfortable distance from pizza ovens and drinking establishments

enjoys fast food. We're not puritans. But the smells from three kitchens waft into our workspace, and we're sick of it."

Max says that he and his employees must launder their clothes more frequently owing to odours that cling to them.

"We also have to wash our hair more often," says Julie, Max's library technician. "I arrive home smelling of anchovies, and my husband doesn't like it at all. And there's nothing we can do to prevent the neighbouring kitchens from emitting food odours. We called the municipal authorities and explained the situation, and they told us that unless the smells were truly horrible—like sewage or other animal waste—there was not much they could do. Besides, they have other things to keep them busy. A bunch of librarians reeking of pepperoni is not a high priority in our jurisdiction."

Meanwhile, in Calgary, a pizzeria tried to make peace with the staff at the library of a law firm by offering them lunchtime deals. When heavy pizza odours seeped into the library through ventilation ducts, Rhonda, the head librarian, visited the nearby pizzeria and made it



A Vancouver Public Library patron enjoys a coffee at a shop near her branch

clear to the proprietor that the library staff could no longer tolerate what she called “the garlic atmosphere.” In an attempt to appease Rhonda and her staff, the proprietor offered to improve his air filtration, and to sell the library staff any pizza or portion thereof at half price.

“At first we thought things might work out,” says Jennifer, who works at the library as a clerk. “The price was right. But we all got tired of pizza, and the smell wouldn’t go away. And then Rhonda came up with a solution that satisfied everyone.”

Good woman

Rhonda demonstrated that compromise is not only the best way to deal with certain kinds of disagreements, but can also be a way for all parties to benefit. She talked to Tony, the pizzeria’s proprietor and chief cook, and let him know that he could make more money by enhancing his menu. She recommended paninis and salads. She pointed out the pizzeria’s lack of desserts. And she noted that with a better menu, Tony would be able to sell more beverages. He would attract a larger and more discerning clientele. His kitchen would emit fewer odours, and he would regain his popularity with the library staff.

But Rhonda offered Tony more than advice. She handed him a selection of recipes that would suit his kitchen equipment and not overburden his storage and refrigeration spaces. And she gave him the names of local suppliers of the foodstuffs listed in the recipes. Tony was astonished. He said:

“You are a good woman. You are better than the Chamber of Commerce. You help me. I love you forever!”

Rhonda remained calm. She said:

“What are librarians for? More paninis, less pizza, and we’ll all be friends.”

A few days later, Tony and his assistant started offering paninis and a selection of Italian fruit juices. Sales improved. Tony arrived at the law firm’s reception area on a couple of occasions, swore undying love for Rhonda, and left trays of paninis and tiramisu in gratitude.

The odour of pizza decreased to the point that the library staff barely noticed it. Some months later, Tony had his kitchen exhaust ducts lengthened so that they emitted odours in a different direction. He also installed a more sophisticated filtration system. The only complaint that Rhonda has now is weight gain.

“I was a fool to tell Tony to sell desserts,” she says. “He sells them to our firm’s employees at half price, and everyone in the library has put on a few pounds. Some of our lawyers are getting pudgy, too. But at least we no longer work in an atmosphere saturated with pizza smells.”

Unhappy hour

Librarians have been forced to deal with the smell of manure from nearby garden shops and nurseries, the overpowering reek of fancy soaps, gas and diesel fuels, industrial emissions, and public washrooms. In some cases it is the behaviour accompanying an unpleasant odour that is most irritating.

“We have regular patrons who insist on wearing heavy perfumes and other scents,” says Lynne, who works as a clerk at a public library branch on Vancouver Island. “At the circulation desk, we can actually smell a certain patron before she walks through the entrance. Her perfume is nauseating—really sweet. It’s enough to make you gag. We’re tempted to say something to her, but the branch head says that we shouldn’t because the patron operates a business across the street, and we must maintain good relations with her. I just wish that she didn’t hang around the circulation desk so much. She is very talkative and likes to chat, which is a politically correct way of saying that she won’t shut up. More than anything else, that drives us crazy.”

But loquacious patrons wearing what are called “attack perfumes” are not nearly as offensive as those who frequent neighbouring pubs and other drinking establishments, and who visit the library after a few hours of carousing. Years ago on the Prairies, a public library branch was invaded every Friday afternoon (TGIF!) by what incident reports described as “intoxicated users.” Two local pubs had organized happy hours that continued from early afternoon until closing time. Highballs were cheap, and doubles were popular. The result: drunks in the branch. They stank of liquor. They showed up singly or in small groups, often loud and obnoxious. They rambled through public areas in search of the washrooms, which they left in dreadful condition. They fell asleep in the newspaper section. They vomited everywhere. They had no respect for the collections or the staff.

“The drunks were no damn good at all,” says Natalie, now retired, who used to work at the reference desk. “They treated everything around them disrespectfully, and there didn’t seem to be anything that we could do about it until the branch head noticed that many of them had parked their cars nearby. They would come into the library and use the washroom, and then stagger out to their cars and drive away. It was downright dangerous, and the branch head decided to stop it. She got nowhere with the pub managers, who said that they couldn’t stop people from drinking. The pub managers suggested that the library should allow drunks to sleep in the branch’s public areas until they sobered up. That wasn’t on.”

Then the branch head phoned the police and offered them a deal. Shortly after the start of happy hour, police cars would start patrolling the neighbourhood. One police car would park outside the library, and officers would join library staff for coffee and doughnuts in the staff room. When intoxicated users left the branch, a police officer would follow them to their cars. If they attempted to start their cars, the officer would let them know that they could be in serious trouble.

News of the police patrols spread, and incidents with drunks decreased to almost nothing. Natalie notes that the solution did not involve much more than a few extra boxes of doughnuts.

“The pub managers were livid when their business dropped,” she says. “We didn’t care. Over time our relations with them improved, and these days on Friday evenings you’ll see a library staffer or two drinking



Photo by Deborah Johnson

Keep those shelves well stocked. Your neighbours might be among your heaviest users

responsibly in those establishments. Ongoing acrimony doesn’t work to anybody’s benefit.” And the police still drop in for coffee and doughnuts, a small price for additional security.

Banking on cooperation

Some neighbourhood problems are more difficult to resolve. A library in BC’s Interior is located near a bank that has been robbed several times. The robbers left the bank with stolen money and weapons including knives and handguns.

“One robber ran through the library and left by the rear door,” says Janine, a clerk who was working on the information desk at the time. “The police caught him in the parking lot. It was very frightening for a couple of us, especially when we saw that the man was armed with a revolver. In this part of the province we see lots of guns. People hunt with them, and carry them in their vehicles. But a revolver is not for hunting deer.”

One positive aspect of this event was the library staff’s new relationship with the bank staff. The bank manager invited Janine and her colleagues to an in-house seminar on staying safe during a robbery. The library invited the bank manager to host a program on retirement financing for seniors. Coffee and snacks were served on both occasions, and the community became closer.

“Everybody knows everybody else in our town,” says Janine. “But now the bankers know a little more about what the library does, and the library staff know more about security and saving for retirement.”

But the risk of future robberies remains, and until the bank or the library moves to a different location some distance away, the library staff must be prepared for robbers on the loose.

Libraries in malls must deal with persons who loiter and look for opportunities to entertain themselves in negative, sometimes criminal, ways. Librarians whose workplaces are located in malls note that graffiti and littering are the least of their concerns.

“We get some truly nasty individuals hanging around outside our mall-based branch,” says Michelle, a children’s librarian on the Prairies. “They have intimidated patrons entering and leaving the branch, and demanded money from some of our elderly regulars. They have also made inappropriate remarks to staff members as they walk to their cars in the parking lot. The mall security staff have told these individuals not to harass us, but aside from that, there is little they can do aside from calling 911 if a mugging or assault occurs.”

The mall management has asked the local police to patrol the mall, and has installed better lighting in walkways and the parking lot.

“Those measures have improved the situation,” says Michelle, “but we must be constantly vigilant, and make a note of every unpleasant incident, no matter how trivial it might seem. We are dealing mostly with unemployed youths and school dropouts. The majority of them are harmless. But a few are gang members and dope dealers, and some want to prove how tough they are by pushing around our staff and patrons. The problem will never disappear altogether.”

The pain of divorce, the pleasures of chai

Perhaps the most disturbing problem arising from proximity is that of a special library that serves a Toronto investment firm. The firm is located in an office block. On the same floor is a firm of lawyers who specialize in divorce and family law. Occasionally disgruntled clients accidentally have entered the library through a side door.

“These clients are upset and very angry about their cases, particularly when they involve child custody,” says Colin, the library manager. “They think that our library employees are somehow connected to the law firm. They walk in and start shouting about how unfairly they have been treated. Sometimes they are

drunk or stoned, and on a couple of occasions they have threatened my assistant and me. They were deadly serious. I dialled 911 immediately, and the police took away the offenders.”

Colin has locked the side door, but legal clients have wandered through the investment firm’s reception area and into the library without realizing that they are in the wrong office.

“Alcohol and drugs can render people less aware of their surroundings,” says Colin. “It’s obvious to us, however, that anger and a sense of injustice can have a similar effect. When I tell angry legal clients that they’re in the wrong place, they can refuse to believe me, and continue ranting. Frankly I’d prefer a smelly pizzeria to a firm of divorce lawyers.”

Such are some of the more troubling problems that arise in the neighbourhoods of libraries. Fortunately, however, most library staffs find themselves on the same block as businesses and organizations that have good things to offer. In Victoria, the staff of a non-profit library gets a reduced price on lessons provided by a next-door dance studio. (Too many carbohydrates? Waltz away that extra weight on your lunch break!) In Winnipeg, the librarian at a school library attends cut-rate sessions at a yoga studio down the block. And in Mr. Sandhu’s restaurant, the happiest librarians in the country sip chai and load their plates with steaming rice and butter chicken.

So who’s next door to you? 

Guy Robertson (guy_robertson@telus.net) is an Instructor in the Library Technology Program at Langara College, an Instructor in the School of Public Safety & Security at the Justice Institute of BC, and an Adjunct Professor at the School of Library, Archival, and Information Studies at the University of British Columbia. In 2009 CLA published his [Unofficial Wisdom: Selected Contributions to Feliciter 1995 – 2009](#). In 2013, Woodhead Publishing (UK) will publish his [Disaster Planning for Libraries: Process and Guidelines](#).

Note: Some of the names of persons quoted in this article have been changed to ensure privacy.



Me? Ethiopia? The Rewards of International Collaboration

Librarians everywhere have pet projects to support libraries outside their own four walls. Not many stretch that idea halfway across the world as Sandra Kendall has done by linking her health sciences library at Mount Sinai Hospital in Toronto with colleagues at the University of Addis Ababa. Sandra has now had a commitment to library staff, students, and faculty there through Toronto's Addis Ababa Academic Collaboration since 2008.

As Sandra describes it, this opportunity came out of nowhere. "I was trying to avoid the worst case scenario: one of our doctors was about to give away his password to someone in Ethiopia. Although this seems like a simple solution to help Ethiopian psychiatrists, I had to step in and say no, before we got in trouble. As a result I was suddenly invited to an international symposium in Africa and my first response was, 'I can't go there!'"

A more reluctant partner in international librarianship would be hard to find. Sandra originally thought it would be a crazy idea to travel to Africa. She had no idea what she would find when she got there, or how she could help in supporting access to health sciences information for medical professionals and students at Addis Ababa.

Surely, Sandra thought, there must be other librarians more qualified and already engaged in helping colleagues in East Africa with access to journals. But despite searching high and low for information professionals, organizations, associations, listservs, or other ways and means of bringing support to health and information professionals overseas, she struck out; if help was needed, she was going to have to pitch in herself to resolve the issue of access to current health sciences literature.

After it was clear that a librarian was needed to complete the team of health professionals going to Ethiopia to provide training at Addis Ababa University,



Members of the TAAAC-Library Science Program team and librarian participants from the Addis Ababa University Libraries

Photo credit: Sandra Kendall

Sandra quickly identified the training needs. In 2010, a grant and support from the University of Toronto Libraries as well as the Addis Ababa University Libraries made the work possible. Four librarians conducted the first two-week training session. Based on the session's success a second round of training was offered in 2012. "When I first entered the library [at Addis Ababa] it was full of students, not an empty seat to be had, and yet the books were twenty to thirty years old. They didn't do clinical queries, so that was an obvious starting point for our role as trainers. Together my Ethiopian counterpart and I developed a partnership agreement and set deliverables." The ability to modify and add to the training program on the fly is essential to success in the international context, where conditions can change quickly and expectations are often sky high.

The results extend beyond Sandra's enthusiasm for training and providing access. "We were pretty excited to introduce the role of health libraries in addressing the medical information needs of patients and families as well. Over 140 people, including eighteen librarians, attended our training, and our survey three months later stated that over 140 other learners had been

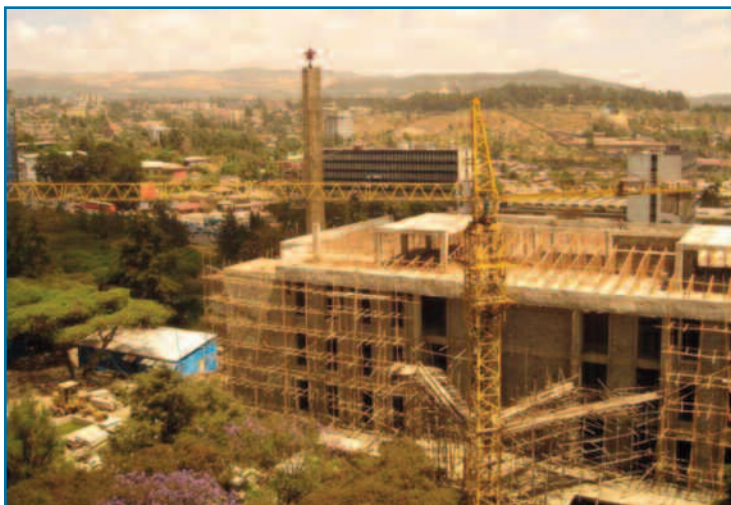


Photo credit: Sandra Kendall

Addis Abbaba University under construction

taught by those librarians who had attended our training sessions. We can see the train-the-trainer model working.” The report on training outcomes is available online at http://taaaclibrarygroup.wordpress.com/about_taac_library_program/project-outcomes/.

It has been both a demanding and an expensive project. “We shipped over three thousand current medical library titles. Distance training and on-site training is ongoing. We have been creative [in our fundraising] and rented out a library book collection for a backdrop in the remake of the movie *Robocop* [2014]. The result was \$1,000 put toward our 2012 training. Thanks to a friend and supporter—Bonnie Horn from UofT [University of Toronto] Libraries—for sending this opportunity our way!”


Any partnership has challenges, and international partnerships have cultural and language differences to add to the mix. “Sometimes this work is very frustrating and difficult and you can’t see your way forward, but then one success and all that frustration is gone and a great sense of achievement remains. Our shipment was tied up in customs last year. This meant a lot of sleepless nights for me. But there is nothing to compare to seeing those books on the shelf being used by the health professionals who requested them and really don’t have any alternatives.”

Asked about what gives her the most satisfaction about her international work, Sandra says, “I would like to note that in Ethiopia a core concern of the government was the request for a medical librarian on the team. They truly believe that you can’t turn out

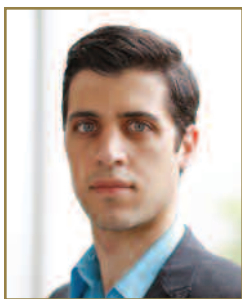
good doctors without a good medical library. That is a real boost for me, my work, and our profession.”

Since coming back from her first training sessions, Sandra’s approach to library users back in Canada has changed. “I start by asking our library users what department they are working with, and I may also ask, ‘Where are you from?’” Customizing user training to match the experience and skill set of the user is critical for meeting the needs of international researchers, students, and others. Familiarity with expensive databases does not always extend to those who come from places where subscription costs are beyond the reach of educational institutions. Although as library professionals we know we are supposed to do this, often we forget that crucial first step of determining where the user is in terms of searching and utilizing various research tools.

It has also given Sandra a new angle on introducing the best evidence to international students. She tries to figure out what they have been or will be able to access in their home country versus the UofT library system. The new connections she has made outside her library to clinicians as a result of being part of this international team are exciting, and they expand the library reach into new relationships, strengthening library value in Canada for professionals who see how much traditional library search skills add to the training offered in the Ethiopian context.

Sandra is always ready to offer support to other librarians interested in working internationally. “I think everybody should get involved with their community. And our community is the entire world. I would love to see every library twin or partner with another library in a developing country. I have negotiated with a vendor to provide access to online publications for our Ethiopia colleagues and I offer to help provide reference service from here. It hasn’t been overwhelming responding to queries; the challenges are worth it.” 

Chantal Phillips (chantalp@uoguelph.ca) wishes to thank Sandra Kendall, Director, Health Sciences Library, Mount Sinai Hospital, and Global Health Scholar, the Peter A. Silverman Centre for International Health and the Wilson Centre of the University of Toronto, for her interview.



Illusion and Achievement in Open-Access Digitization

After taking their share of bruises, it seems that the tireless advocates of Open Access (OA) are once more on their feet, on the march. A recent column by Michael Geist looks forward buoyantly to the day when Canada will institute a “national digital library featuring millions of Canadian titles.”¹ As an alliance of public and research libraries—where OA is central to our self-understanding and claim to a social role—Canadiana.org and our members take heart and inspiration from these words. Geist flies our flags, writes our manifestos.

How, then, can this ambition be translated into the logic of real possibilities in the here and now? Above all, visionary ideas about a “digital nation” need to be verified urgently against sober assessments of the Canadian digital economy, which has a much more mixed and chequered record than such visions typically acknowledge. A national OA library, I would suggest, faces not one basic structural barrier, but three: besides copyright, we have to contend with a digital deficit, aggravated by a growing Web-access deficit, and, not the least of our worries, find a workable business model that can deliver the service reliably.

The danger lies in treating the nuts and bolts of a virtual library—building the virtual storage capacity and enticing content-holders to support OA—as something that can be slapped together as soon as the main challenge, unlocking copyright restrictions, has been settled.

Arguably the most pressing task in any national OA strategy is to put together the infrastructure for a truly “Digital Canada,” whose realization remains the goal of the Stratford Institute and allied groups.² This is likely a far bigger technology challenge than any dot-com optimist would allow and, crucially, an immense policy challenge. To put things in perspective, some 15.6 million monograph and serial titles now rest in nine hundred Canadian libraries; 2.8 million of them

are candidates for immediate digitization. Of these, only 13 percent have been processed, and less than 1 percent of images, audio, and video. If regressive copyright laws are the steepest barrier to access, how do we explain these dismal figures?

Anyone with a commitment to OA should pay close attention to the history and fate of “Canada Online,” our effort to inaugurate state-sponsored digitization and OA at the policy level. Essentially, we called for a synchronized, Canada-wide series of mass digitization projects to process the sum total of public-domain Canadian works. Tackling this vast corpus, we argued, would boost job growth, spur research, and propel Canada to the fore of the new knowledge economy.

So far, so good. But “money is the sinew of war,” and public-sector organizations have a persistent vice of thinking about ourselves in ways that are not consistent with our influence over funding agencies. These, predictably, have refused to bite, taking most of the wind out of the digitization lobby’s sails. Isolated digitization initiatives have been left to fend for themselves, losing steam and bringing us to our paltry 13 percent.

One lesson to take away from this school of hard knocks is that public funding isn’t a sustainable path to OA. Canada is strewn from coast to coast with the wreckage of digitization projects that relied on government grants and that now survive as hollowed-out shells, if at all. The extent of the damage was felt through another initiative we led, which was to coordinate provincial digitization efforts and act as the national aggregator for OA heritage content. When the smoke cleared, the provincial aggregators on which we relied—save for the robust Bibliothèque et Archives Nationales du Québec—had either fizzled or failed to materialize, victims of austerity’s closing doors and shrinking budgets.

Ultimately, the brittle and dilapidated state of many existing digital collections (frequently launched as pilot projects and then abandoned before they could flourish) casts a bleak shadow over any sunny and optimistic predictions of an imminent OA golden age.

The future of Canada's national digital library is also bound up in the decisions of memory institutions about how and where to host content. This is another case of dot-com optimism shaping the attitudes and assumptions of OA proponents, with potentially damaging consequences. Unless content-holders receive a helping hand and a means of implementing OA collectively, actual progress will be slow, piecemeal, and costly for everyone. Scattered digital collections, in turn, will annoy users, frustrate and discourage research, and multiply obstacles in the way of systems upgrades and modernization, all contributing to a sense of stagnation and futility.

In practice, building a national virtual library means supporting all sorts of expensive back-end machinery: storage facilities and infrastructure, systems maintenance and administration, ongoing conversions to evolving media standards—all of which presupposes a thriving digital economy and rock-solid organization.

So how, exactly, should our digital preparedness be assessed? To come to grips with the scale of the task ahead, a simple thought experiment may do the trick: consider the existing hosting options in Canada. In other words, if scanning crews fell from the sky, lustily processing everything in the public domain, where would this embarrassment of riches find a home?

Geist's preferred candidate is betrayed by the enthusiasm with which he embraces the Internet Archive as the feather in Canada's digitization cap—yet "Internet Archive Canada" is about as Canadian as Google Canada, and probably a good deal less than General Motors Canada. While tipping our hats to its achievement in hosting wide swathes of Canada's cultural heritage (more than four hundred thousand Canadian titles, as Geist notes approvingly) we shouldn't shrink from asking why Canadian records should have to choose between oblivion and California. The Internet Archive's effective monopoly over mass digitization may then provoke some nagging awareness of Canada's dependence and backwardness, bringing

home the crippling lack of genuinely Canadian preservation and access networks.

At the same time, durable OA requires Canadian content-holders to secure the long-term future of what they digitize, and as the fiscal axe comes swinging down, convincing them to absorb these extra costs will call for some truly heroic diplomacy. Digital assets may be difficult to monetize, but OA content is notoriously hard to convert into visitors, goodwill, or brand recognition, confronting us with a choice of evils. Left to their own devices, cash-strapped memory institutions may shrink from the extra burden, even if broad public pressure brings home the worth of their material and the importance of its accessibility.

This leads to a second sobering lesson, which is that preservation is a *process*, not an event. Common wisdom—"it's digital, so now it's preserved"—rests on a mistaken notion of digital storage as less perishable than print, but a CD will decay in a drawer just as surely as the original, mould-eaten manuscripts. Here's where a sound understanding of the memory institution's dilemma can reverse the usual, comfortable paradigm of "good" OA and "bad" regressive restrictions: the immediate choice facing content-holders today is between digital preservation, with or without strings attached, and no access at all. Restrictions on access are inherently reversible; the decision to digitize is not, and afflicts us with long-term headaches.

What this means is that swaying from the "one true path" to OA isn't always a mark of shame and betrayal. We, too, believe in sharing and access as a vital component of digital preservation—but not its *sine qua non*. A few years ago, several key federal grants dried up, forcing us to shut the lid on our government document collections—effectively, to charge access fees. Predictably, spite and scorn poured into our mailboxes, charging us with plundering the nation's birthright for a quick buck. "Why isn't this free?" Of course, providing access had never been "free"—someone else, unseen, had been footing the bill on the user's behalf.

This opens a space, I think, for flexibility of vision and for all sorts of local or tactical compromises between the spirit of the idealist and the changing social and political realities. Our access fees not only

keep the whole machine running, but actually contribute, incrementally, to OA: we've found that a hybrid model—monetization here, OA there—allows us to channel user fees into our own digital repository, which boosts efficiency and makes it easier to invite partners to share things on our portals. This helps them leverage past money spent on digitization and makes more titles available for everyone. Releasing *all* of our content in the name of OA would rob us of the resources that ensure the content will be available tomorrow.

Besides subsidizing OA collections, subscriptions are fueling digitization and access capacity for archival or library material. This, in turn, has breathed some life into government libraries by offering a tangible way to save their collections and host them online, in Canada. It kickstarts digitization at a time when national and regional efforts are sputtering out. It pays for secure storage systems, laying the foundation for a trusted space where libraries and organisations of every stripe may deposit and care for their digital information well into the future—the first, tentative step towards Geist's vision of a national virtual library.

So whatever the differences of methods or opinion,

the achievement, by Canadians, of universal access to their cultural and scientific knowledge remains the irreplaceable goal of both the OA movement and of our membership alliance. That goal is achievable, but first we have to accustom ourselves to the notion that others aren't going to come and do it for us.

Daniel Velarde (Daniel.Velarde@canadiana.ca) is a spokesperson for Canadiana.org, a non-profit organization founded in 1978 to preserve and provide access to Canada's print heritage.

Notes

1. Michael Geist, "Important Gains in the Struggle for Open Access," *Ottawa Citizen*, January 22, 2013, accessed May 13, 2013, <http://www.ottawacitizen.com/technology/Important+gains+struggle+open+access/7852167/story.html>.
2. See <http://canada30.ca/>, the website of the Stratford Institute's digital media conference.

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The reviews are in...

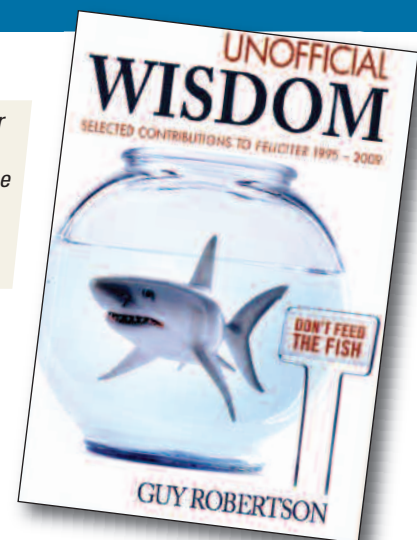
"I recommend this for libraries which have collections on library science already on their shelves, or staff collections promoting professional growth and development. It is useful for those wanting to browse through a wider range of library-based articles, and for those wanting to find a little professional enlightenment through serendipity. This book has the capacity to inform and enlighten library and information professionals with interesting stories, hidden gems and thought-provoking points."

Alison Fields, Senior Lecturer
Information and Library Studies, Open Polytechnic Kuratini Tuwhera,
LIANZA – The New Zealand Library & Information Management Journal

"Written in an easy and, at the same time very informative style, the articles made me think that the book would be a great preparation for many tests and examinations for those taking on the wonderful world of librarianship."

Jean Orpwood
ELAN – Ex Libris Association Newsletter

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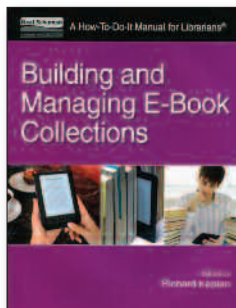


Academic Archives: Managing the Next Generation of College and University Archives, Records and Special Collections

Aaron D. Purcell. Chicago, IL: ALA Neal-Schuman, 2012. 336 pp., softcover, US \$95. ISBN: 978-1-55570-769-9. (This title is also available for purchase as an e-book or as a print/e-book bundle.)

The book is written by Aaron D. Purcell, a professor and director of special collections at Virginia Tech, who has published extensively on archival and history matters. The audience for the book is broadly defined to include archivists, library administrators, historians, and other academics. The book's objectives are to redefine academic archives to reflect changing technologies and the evolution of academic libraries, especially special collections, over the last few years, and to project a possible path for the future. The book is divided into three major divisions: archives in the academic environment, the construction and updating of an academic archives program, and the future of academic archives. Written in a logical and coherent manner, it evinces an excellent grasp of the academic archives in an American library setting. The author sees the renewal of archival practice as shown by the Archives 2.0 movement, which places greater emphasis on users, technology, outreach, and standardization, as a stepping stone to the revitalization of academic archives; this is achieved by moving away from an emphasis on custodial issues and placing greater emphasis on collaboration with colleagues in academic libraries. The book is a clarion call to include programs such as records management, institutional archives, and special collections under the same rubric: academic archives. Over the next twenty years, academic archives sitting on a gold mine of unique information, Purcell concludes, are well situated to provide a key leadership role in academic libraries. This book clearly meets the author's objectives, and is a major work on academic archives best suited to an academic library.

Reviewed by *Gordon Burr*, Associate member, School of Information Studies, McGill University, Montreal, QC.



Building and Managing E-Book Collections: A How-To-Do-It Manual for Librarians

Richard Kaplan (ed.). Chicago, IL: ALA Neal-Schuman, 2012. xv, 197 pp., softcover, US \$75. ISBN: 978-1-55570-776-7. (This title is also available for purchase as an e-book or as a print/e-book bundle.)

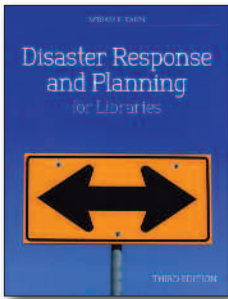
This new addition to the popular long-running series of ALA How-To-Do-It Manuals provides a valuable overview and best practices for the implementation and maintenance of e-book collections in all types of libraries. Edited by Richard Kaplan, Dean and Director of Libraries at Massachusetts College of Pharmacy and Health Sciences, with expert contributions by library professionals from a variety of library settings, the manual succeeds in offering practical solutions for working with e-book content, formats, and hardware.

The book addresses e-book collection development in three concise parts. Part I provides the practical context for e-books and e-book devices, as well as an overview of e-book publishing challenges from industry and library perspectives. Part II, the actual "how-to" part of the manual, addresses all practical aspects of e-book collection management, including chapters on getting started with lending e-books and e-book readers, selection methods and purchasing models, licensing, budgeting, cataloguing, and assessment techniques. Part III highlights six selected examples of e-book management in school, public, academic, and special libraries. Throughout the book, readers will find helpful checklists and figures that effectively summarize available purchasing options, licensing basics, and factors affecting cataloguing decisions, to cite a few examples.

As new e-book purchasing models, formats, and reading devices appear on a regular basis, this manual would benefit from frequent updates to reflect new market developments. Regardless, the authors' comprehensive treatment of e-book fundamentals makes this a recommended read for professionals in all library settings.

Reviewed by *Kirsten Huhn*, Head, Electronic Resources and Receiving, Concordia University, Montreal, QC.



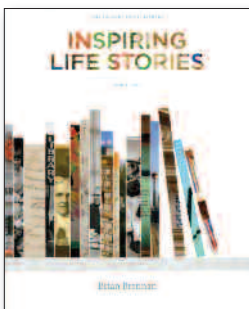


Disaster Response and Planning for Libraries, Third Edition

Miriam B. Kahn. Chicago, IL: American Library Association, 2012. 158 pp., softcover, \$US \$60. ISBN: 978-0-8389-1151-8.

Miriam Kahn, a library consultant specializing in preservation and disaster response, offers here the third edition of *Disaster Response and Planning for Libraries*, updated with references to 9/11, Hurricane Katrina, and the 2006 and 2011 Asian tsunamis. Aimed at all types of libraries and archives, the book provides a guide to preventing, planning for, responding to, and recovering from disasters that effect libraries, from minor localized events such as water leaks to wide-area disasters like hurricanes, with considerable coverage given to recovering collections and resuming services. With an emphasis on the most common library disaster—water damage—Kahn acknowledges that libraries rarely plan for disaster, but nonetheless offers copious advice on both creating and evaluating plans. While the organization of the book is at times confusing and repetitive, and Kahn's writing a little staccato and even scattershot, this book is worth acquiring if only for the myriad checklists and forms that will help guide decision-making and documentation.

Reviewed by *Todd Kyle*, CEO, Newmarket Public Library, Newmarket, ON.



The Calgary Public Library: Inspiring Life Stories Since 1912

Brennan, Brian. Calgary, AB: Kingsley Publishing and Calgary Public Library, 2012. 184 pp., softcover, \$32. ISBN: 978-1926832-11-1.

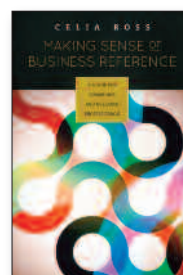
Calgary may be unique among Canadian public libraries for having two published histories, the first appearing in 1975. This well-written and highly informative second history provides a chronological narrative starting in 1906 when Annie Davidson began the Women's Literary Club, and the next year organized a petition for a public library. The volume ends with the events of 2011 and planning for a new main library building. In between

these two dates appears the story of two main library buildings, thirty-one branch libraries, and myriad services.

Numerous factors account for the great success of the Calgary Public Library, which today is the sixth-busiest in North America: first, Calgary's quickly growing population; second, great prosperity, due largely to oil; third, the Library's strong links with the community; fourth, good programming; fifth, excellent staff; and sixth, the stability provided by having had only five head librarians, all of whom were remarkably effective: Alexander Calhoun (1911-1945), Bill Castell (1945-1973), Les Fowlie (1973-1978), John Dutton (1979-1991), and Gerry Meek (since 1991).

This very fine study will appeal to anyone interested in Canadian public libraries and the social/cultural development of Calgary and Alberta. Among the well-developed topics are bookmobiles, unionization, automation, children's services, branch libraries, and the local history collection. The author is a respected journalist and award-winning local author. It should be noted that, while a wide range of published and unpublished sources have been consulted, neither bibliography nor footnotes are included. Photographs in colour and black and white adorn virtually every page, however, and an excellent index concludes the volume.

Reviewed by *Peter F. McNally*, Professor, School of Information Studies, McGill University, Montreal, QC.



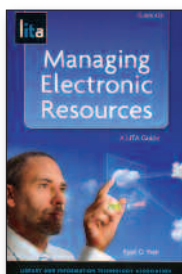
Making Sense of Business Reference: A Guide for Librarians and Research Professionals

Celia Ross. Chicago, IL: American Library Association, 2013. 186 pp., softcover, US \$52. ISBN: 978-0-8389-1084-9.

Making Sense of Business Reference would be helpful for academic libraries with business/management programs, public libraries, and corporate libraries. Both experienced business librarians and newbies will find this resource extremely useful, even if just as a reminder of strategies or resources long forgotten. Likewise, it could prove an indispensable resource for those librarians who work on a more general reference desk and who don't already possess business reference knowledge. Organized by a table of contents as well as an index, the small paperback is easily navigable, though

short enough for a quick read-through from start to finish. Written in an engaging and accessible style, it covers what the author calls the “Core Four” types of business reference queries: company information, industry information, investment/financial information, and consumer/statistical information, in addition to several subsets of these more general categories. It also contains an overview of some of the most popular business databases, as well as a chapter on “stumpers” – illuminating and entertaining. Ross is from the United States, so there is an emphasis on American resources, and no mention of those that focus on Canadian company and financial information – the biggest drawback of this volume. The author’s name will be familiar to many business librarians; she teaches an online course in this area and is a business librarian herself, as well as a frequent contributor to the business librarians’ e-mail group Bus-Lib. Overall, I highly recommend this title – and as a business librarian, I plan to make good use of it.

Reviewed by Nicole Eva, Librarian, University of Lethbridge, Lethbridge, AB.



Managing Electronic Resources: A LITA Guide

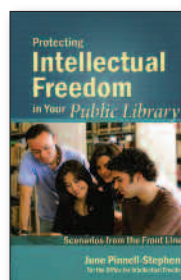
Edited by Ryan O. Weir. Chicago, IL: Neal-Schuman, 2012. 192 pp., softcover, US \$65. ISBN: 9781555707675.

The editor of *Managing Electronic Resources: A LITA Guide*, Ryan O. Weir, works at Murray State University in Kentucky with responsibilities for the Libraries’ technical services and electronic resources. He has written two of the chapters, with four other writers experienced with ERM providing the content for the remaining six chapters. The book is a collective product of the Library and Information Technology Association, a division of the American Library Association.

The goal of the book is to provide the basic notions and tools to manage current and future e-resource collections in libraries. The intended audience is broadly defined to include both experienced professionals and neophytes. The early chapters of the book examine the impact of electronic resources on library collections, acquisition, and licensing, and present eight options for making these resources available in a library setting. The final chapters delve into the use of statistics

gathered and kept in a variety of ERMS systems, from proprietary to open source. In the last chapter, the cosmic shift of libraries from print to e-books is examined by very briefly by type of library, whether academic, public or special. The greater emphasis is placed on the attendant changes to human-resource makeup and leadership, including appreciative enquiry techniques, required, the author argues, to enable all libraries to survive to 2020. The layout of the book is excellent, with short paragraphs or bulleted text, clearly marked graphs, and interesting highlight boxes. The book belongs in an academic library. Although it provides many useful tips for managing e-resources, it is geared more towards graduate students or beginners in the library profession than to knowledgeable professionals.

Reviewed by Gordon Burr, Associate member, School of Information Studies, McGill University, Montreal, QC.



Protecting Intellectual Freedom in Your Public Library: Scenarios from the Front Lines

June Pinnell-Stephens for the Office for Intellectual Freedom. Chicago, IL: American Library Association, 2012. 160 pp., softcover, US \$50. ISBN: 978-0-8389-3583-5.

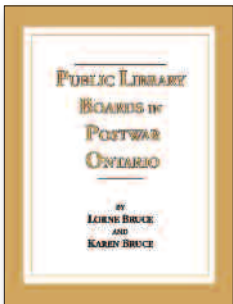
Protecting Intellectual Freedom in Your Public Library: Scenarios from the Front Lines comprises numerous compelling intellectual freedom lessons in the form of case studies, real-life scenarios, and fictional settings in public library context. The practical primer is intended for library employees; it can easily be repurposed for library school students. It is organized into seven well-chosen categories: collection development; access to library resources; Internet resources; meeting rooms, exhibits, and programs; challenges; privacy and confidentiality; and access to the library. The well-crafted chapters are followed by four appendices: Amendments to the Constitution of the United States; the Library Bill of Rights and Interpretations; the Code of Ethics of the American Library Association; and the Freedom to Read Statement. The book includes an index.

The work is well penned and by a seasoned professional. Author June Pinnell-Stephens is a past president of the Alaska and Pacific Northwest library associations and a four-term past president of the American Civil Liberties Union of Alaska. She has

received numerous awards for upholding the core library value of intellectual freedom. A set of sidebars are contributed by a sister intellectual freedom fighter, Deborah Caldwell-Stone.

While recommended for general public librarianship purposes, a word of caution: details about copyright laws, statutes, and past court cases, as well as sample policies, are American. While the larger lessons communicated transcend the American context and are relevant to Canada, specifics and nuances of legal, political, and cultural import stateside do not match ours. Notably, the monograph is dedicated to the late Judith Krug, the American Library Association's key advocate of the First Amendment's guarantee of free speech from the 1960s until her death in 2009.

Reviewed by [Toni Samek](#), PhD, Professor, School of Library & Information Studies, Edmonton, AB.



Public Library Boards in Postwar Ontario

Lorne Bruce and Karen Bruce.
Guelph, ON: Lorne & Karen Bruce:
First published 1988, revised and
extended 2nd edition, 2012. 144 pp.,
\$15. ISBN: 978-0-9866666-1-2.
Softcover or ebook available from
Lorne Bruce, 78 Sanderson Dr.,
Guelph, ON, N1H 7L9, 519-824-3124.

Lorne and Karen Bruce's study examines the governance of local, appointed boards for public libraries in Ontario in the postwar era. The intended audience is the public, especially those with an interest in local Ontario institutional history. The public library would be the most useful place for this volume. The book contrasts the major underpinnings of the representative and responsible pre-war public library boards, including the right to petition, with the postwar era, when boards became accountable to municipal councils. Local library boards sought to draw increasingly upon outreach activities such as community needs assessments to influence municipal councils.

Another factor in this new paradigm was the increasing provincial influence on the boards due to the growth of municipalities. The subsequent increase in inter-governmental planning and funding helped improve access to public library services. Although these public libraries began to share resources such as

computer networks, they were less successful in the coordination of resources across library boards, for example in the creation of library consortia to promote digital content.

The book takes a chronological approach and presents a thoughtful examination of the political context of library boards from the perspective of governance. Lorne Bruce has many years of experience in public libraries and related services, and has written articles on the public library tradition in Ontario. Karen Bruce served as a trustee of a public library in Ontario.

Reviewed by [Gordon Burr](#), Associate member, School of Information Studies, McGill University, Montreal, QC.



Small Public Library Management

Jane Pearlmuter and Paul Nelson.
Chicago, IL: American Library
Association, 2012. 139 pp.,
softcover, US \$50.
ISBN 978-0-8389-1085-6.

Small Public Library Management, by Jane Pearlmuter and Paul Nelson, begins with a working definition of a public library as "an organized collection of printed or other library materials, or a combination thereof with paid staff, that has an established schedule in which services of the staff are available to the public, with the facilities necessary to support the collection, that is supported in whole or in part with public funds," followed by a brief history of libraries in the United States. This in-depth manual is all a new library manager needs in order to learn how to successfully manage a small library. The authors acknowledge that the creation of this book came out of their experience teaching certification courses for small libraries that had staff with no library training. The intended audience for this work includes public library staff and library school students. The material is arranged into seven chapters, which include an in-depth look at who you work for, library finances, personnel management, facilities, collection management, and services and programs, and closes with a discussion of the library as place. The book is easy to read and contains many definitions of terms, tables, samples of letters, and job postings as well as anecdotes from individual librarians. This provides the reader with both the theory behind various

concepts and a practical foundation in the sample documents. With the vast experiences that both authors bring to this work, they are successful in conveying key concepts ensuring that library managers are better able to successfully operate their libraries regardless of the size of their communities. The book is based on the operation of small public libraries in the United States, but is still a valuable tool that will give Canadian librarians a good background into the operational details and staff management that most librarians find a challenge.

Reviewed by *Christina Tooulias-Santolin*, Librarian, Robarts Reference and Research Services Department, University of Toronto, Toronto, ON.



Ultra Libris: Policy, Technology, and the Creative Economy of Book Publishing in Canada.

Rowland Lorimer. Toronto, ON: ECW Press; Canadian Centre for Studies in Publishing (CCSP) Press, 2012. xiii + 432 pp., softcover, \$34.95. ISBN 978-1-77041-076-3. Also issued as 978-1-77090-289-3 (PDF) and 978-1-77090-290-9 (ePub).

A country without a viable book publishing industry lacks a fundamental infrastructure for its existence as an autonomous nation with its own culture and literary voice. This book relates the compelling story of the evolution of Canada's book publishing industry from its beginnings to 2010. Reaching back to the colonial book trade of imported books and periodicals from Britain for an unlikely beginning, the book documents the rise of a domestic publishing industry in the 1950s and its coming of age from the 1960s to the 1990s. It is a far-reaching and articulate portrayal of the intricate web of government policies, support and incentive programs, cultural industry partnerships, publishing industry structural change, technological innovation, idealism, and nationalism that fostered the emergence and growth of this cultural industry. The author, Rowland Lorimer, is the Director of the Master Publishing program and the Canadian Centre for Studies in Publishing at Simon Fraser University, and an eminent scholar of the Canadian publishing industry and of mass media. Lorimer describes the unique importance of books, the cultural and nation-building value of a viable domestically owned and controlled publishing

industry, and its positive contribution to the creative economy through its power to generate social capital. He skillfully navigates through the historical details and cultural implications of the seminal policy shifts, from the 1951 Massey Commission, the 1970 Ontario Royal Commission on Book Publishing, and the 1985 Baie-Comeau Agreement, through to the 1994 Ontario Royal Commission policy report, *The Business of Culture*. He describes the industry's marketing, demand, and retail structures, its structural, industrial, and cultural support systems, such as copyright and financial assistance, and its adaptation to massive technological change. This is an essential book for undergraduates, faculty, librarians, and anyone interested in cultural industries, particularly publishing, and their role in Canadian society and the creative economy.

Reviewed by *Diana Kichuk*, Humanities & Fine Arts Librarian, University of Saskatchewan Library, Saskatoon, SK.



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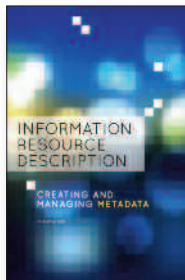
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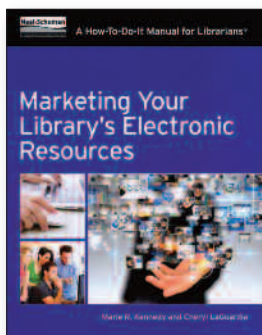
Information Resource Description: Creating and Managing Metadata

Philip Hider

This book serves as a primer on information and knowledge organization, with particular reference to digital environments. It introduces the conventions and standards of contemporary document description, and the principles and trends of professional practice. Employing the unifying mechanism of the semantic web and the resource description framework, Hider integrates the various traditions and practices of information and knowledge organization. Uniquely, he covers both the domain-specific traditions and practices and the practices of the “metadata movement” through a single lens—that of resource description in the broadest, semantic web sense. This approach more readily accommodates coverage of the new RDA: Resource Description and Access standard, which aims to move library cataloging into the center of the semantic web.

This comprehensive introduction to information resource description is essential reading for LIS students taking information organization courses at undergraduate and postgraduate levels, information professionals wishing to specialize in metadata, and existing metadata specialists who wish to update their knowledge.

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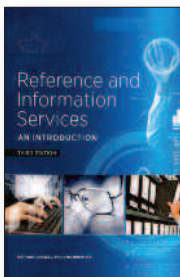
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Marie R. Kennedy and Cheryl LaGuardia

It's often hard to juggle promoting a library's e-resources effectively at the same time as building basic visibility within the community it serves. Useful for librarians at any type of institution, this How-To-Do-It Manual guides readers through every step of developing, implementing, and evaluating plans to market e-resources in an approachable and user-friendly way. Kennedy and LaGuardia show how front line librarians can improve awareness of under-utilized resources and increase demand for more of the same, thereby encouraging increased funding. Their book includes:

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