



Library Settlement Partnerships: A Program Model

FINAL REPORT

October 18, 2007

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Library Settlement Partnerships (LSP)

To develop a program model to place settlement workers year-round in public libraries in targeted communities across Ontario

Date:	October 18, 2007
To:	Colette Snyder, Citizenship and Immigration Canada
From:	Library Settlement Partnerships Steering Committee

EXECUTIVE SUMMARY

Settlement programs in public libraries provide valuable one-on-one service in various languages on a broad range of settlement issues. In February 2007 Toronto Public Library was asked by Citizenship and Immigration Canada to coordinate a project to develop a program model to place settlement workers year-round in libraries in targeted communities across Ontario. The participating public libraries are: Brampton, Hamilton, Kitchener, London, Markham, Ottawa, Richmond Hill, Toronto, Vaughan, Waterloo and Windsor. The purpose of this report is to present the program model for Library Settlement Partnerships.

SUMMARY OF THE RECOMMENDATIONS

The report includes recommendations for two phases of the program model. Phase 1 involves the funding and start up of the program whereby settlement workers are available year-round in libraries to help serve the initial settlement needs of newcomers, assist with integration into the community, encourage civic engagement and at the same time help newcomers understand how libraries can assist with their settlement needs. Modeled on the Settlement Workers in Schools program, the Library Settlement Partnerships model is to be implemented through a three way partnership between immigrant settlement agencies, Citizenship and Immigration Canada and the participating public library systems resulting in the delivery of services to newcomers in Canada regardless of immigration status. Citizenship and Immigration Canada has specific criteria to determine who qualifies for settlement services. Because public libraries are making a significant in-kind contribution to the program, the mandate of settlement services in public libraries has been expanded to serve all clients. This reflects the service philosophy of the participating public libraries.

The role of the partners is as follows. Citizenship and Immigration Canada provides overall direction and funding for the year-round settlement program. The settlement agencies selected by Citizenship and Immigration Canada hire workers based on the service hour

and language requirements of the library. The public libraries facilitate the program and provide in-kind contributions such as use of library space and library furniture. Specific responsibilities are outlined in more detail further in the report.

Phase 1 Recommended Deliverables by Citizenship and Immigration Canada in early 2008:

- Funding for the establishment of the year- round library settlement partnership program in Ontario public Libraries
- Hire the Provincial Coordinator
- Selection of the settlement agencies
- Start up of the program
- Establishment of the Outreach Librarian position for the qualifying public libraries

Supporting documentation to implement Phase 1 deliverables include the Library Settlement Partnerships Start -Up Checklist (See Attachment 1b p. 16) which identifies what is required for the successful establishment of the program. The Operational Guidelines (See Appendix 3 p. 19) provide a template that will guide the implementation and operation of the program and address core partner roles and responsibilities. Resources required to support and sustain the program in the various locations have been identified through the Provincial Steering Committee meetings, Recommendations and Site Visit Checklists (See Appendices 1-11, p. 65-137). Preferred service hours, infrastructure requirements, and language needs have been appended for each library system to assist Citizenship and Immigration Canada with the agency selection. An evaluation model will also be agreed upon to assess the effectiveness and efficiency of the program.

Phase 2 Recommended Deliverables by Citizenship and Immigration Canada in 2008:

- Additional funding to address infrastructure issues and other supports for language learning and employment needs of newcomers. This may include funding for collections, computers and programs

Supporting documentation to implement Phase 2 deliverables include a sample list of certification, English language learning, electronic tools, labour market and skills upgrading collections (See Appendix 6 p. 50). Newcomers who visit public libraries can learn about and borrow materials that support their efforts to improve their language skills, update their education credentials to meet Canadian requirements and learn about the Canadian job market. These vital resources play an important role in helping them to more easily adapt to life in Canada. Additional funding towards the maintenance and build up of these collections would help to support and enhance the Library Settlement Partnerships. This phase may also include funding to public libraries to deliver programs to newcomers that complement what is being offered in the community. These programs could include classes on how to use web-based email, language instruction, employment and job finding seminars and programs for isolated newcomers who are seniors.

BACKGROUND

GOALS OF THE PROJECT

In February 2007 a list of goals and specific deliverables were presented to Citizenship and Immigration Canada to initiate the investigation into the program model.

- To establish a Provincial Steering Committee to advise on the project implementation and to share expertise regarding library services to newcomers
- To develop a program model that can be used by libraries/settlement agencies across Ontario to place settlement workers in libraries
- To understand the needs of newcomers in the targeted communities and the issues that might impact service delivery
- To recommend resources to support the project including enhancements to library collections both in print and online – this may include accreditation and professional certification resources, labour market resources and job-searching tools, skills upgrading materials on popular subjects, ESL material including materials to improve business and technical English
- To recommend specific improvements to library infrastructure (furniture, telephone lines, access to the Internet, and computers) to support the program and enhance service to newcomers in libraries
- To identify library programs available to newcomers in libraries across Ontario and make recommendations for future offerings

Specific Deliverables

Final report to CIC to include:

- Generic program guidelines for establishing and operating a library settlement partnership program with site specific considerations
- List of libraries ready to participate in the program with potential partners
- Recommended unique collections relating to settlement issues to support the program in libraries e.g. language, employment, accreditation, integration
- Recommended infrastructure (furniture, telephone lines, access to the Internet, and computers) to support the program in libraries with site specific requirements
- Recommendations regarding programs that are or could be offered by libraries to support newcomers

CONTEXT AND METHODOLOGY

The Statistic Canada's 2006 report entitled Profile of the Canadian Population shows the province of Ontario's key role in Canada's population growth as a result of a high level of immigration. This trend is expected to continue. Public libraries are an excellent resource for newcomers and can contribute significantly to their quality of life. In addition, the public library provides a very neutral and welcoming place in the community. In recognition of the important role of public libraries, Citizenship and Immigration Canada partnered with Toronto Public Library and settlement agencies to pioneer a year-round settlement program in library branches. Building on the success of the program, Toronto Public Library was asked in February 2007 to coordinate a project to develop a program model to place settlement workers in public libraries in targeted communities across Ontario. An initial Provincial Steering Committee meeting was held on June 12, 2007 in Toronto to review and discuss a draft work plan, program guidelines, goals and resources required to sustain the program. The participating public library systems identified by Citizenship and Immigration Canada are: Brampton, Hamilton, Kitchener, London, Markham, Ottawa, Richmond Hill, Toronto, Vaughan, Waterloo and Windsor. Cambridge and Mississauga Public Library systems decided not to participate in the year-round settlement program.

During the summer of 2007 site visits to the participating public libraries were conducted to review infrastructure and operational needs, identify potential partners and understand the needs of the immigrant population (See Appendices 1-11, pp.65-137). An effort was also made to include a list of current settlement programs and services offered to newcomers in the site visit checklist. The Operational Program Guidelines for year-round settlement programs of Toronto and Hamilton Public Libraries were also distributed over the summer of 2007 for review. Finally a draft of this report was distributed to the Provincial Steering Committee early in September 2007 for additional input and comments.

RECOMMENDATIONS

Recommendation 1

Phase 1 of the Library Settlement Partnerships model be adopted and implemented by Citizenship and Immigration Canada in the library locations identified below. A Library Settlement Partnerships Start-Up Checklist is appended in Attachment # 1b p.16.

Brampton Public Library

a) Existing settlement program(s)

- summer settlement programs are offered through Multicultural Settlement and Education Partnership at the Four Corners, Chinguacousy, Cyril Clark and South Fletcher's branches

b) Proposed location(s) for settlement program:

- Chinguacousy and South Fletcher's branches

Hamilton Public Library

a) Existing settlement program(s):

- Year-round settlement programs offered in partnership with Settlement and Integration Services and CIC at Central Library, Westdale Branch, Red Hill Branch, Saltfleet Branch, Terryberry Branch and at the Riverdale bookmobile stop.

b) Proposed location(s) for settlement program:

- Two additional settlement workers with complementary language knowledge to expand the existing program at the Central Library to provide evening and weekend coverage as well as additional support for high-traffic areas of the building

Kitchener Public Library

a) Existing settlement programs:

- Summer settlement workers present through Settlement and Educational Partnerships in Waterloo Region in 3 library branches

b) Proposed location(s) for settlement program:

- Forest Heights and Main Branch

London Public Library

a) Existing settlement program(s):

- None

b) Proposed location(s) for settlement program:

- Central Library, Beacock, Jalna, Sherwood

Markham Public Library

a) Existing settlement program(s):

- Weekly information tables from COSTI, SEPYR, CCSYR, A-LINC; occasional programs organized by CCSYR, SEPYR staff

b) Proposed location(s) for settlement program:

- Milliken Mills and Thornhill Community Centre Library

Ottawa Public Library

a) Existing settlement program(s):

- A partnership between the library and four settlement agencies provides recent immigrants direct access to newcomer services at nine branches: Alta Vista, Elmvale Acres, Main, Nepean CentrepoinTE, St-Laurent, Orleans, Greenboro, Centennial and North Gloucester. The agencies are: Jewish Family Services, Lebanese and Arabic Social Services Agency, Ottawa Chinese Community Service Centre, Ottawa Community Immigrant Services Organization and Conseil Économique et Social d'Ottawa-Carleton (CESOC).

b) Proposed location(s) for settlement program:

- Beaverbrook, Carlingwood, Rideau, Rosemount, Ruth E. Dickinson, Vanier

Richmond Hill Public Library

a) Existing settlement program(s):

- Currently settlement programs are not offered; Central Library has a strong working relationship with Helpmate Community Information and Volunteer Bureau

b) Proposed location(s) for settlement program:

- Central Library

Toronto Public Library

a) Existing settlement program(s):

- Year-round pilot settlement programs are currently offered in partnership with a variety of agencies at: Agincourt, Albion, Flemingdon Park, Parkdale, Thorncliffe, Toronto Reference Library and York Woods branches. The agencies are: Catholic Cross Cultural Services, Rexdale Women's Shelter; Thorncliffe Neighbourhood Office, Kababayan Community Centre; North York Community House; YMCA

b) Proposed location(s) for new settlement program:

- Albert Campbell, Bloor/Gladstone, Bridlewood, Centennial, Eatonville, Gerrard, Lillian H. Smith, Mimico, Morningside, Parliament, Richview, Riverdale

Vaughan Public Library

a) Existing settlement program(s):

- Summer settlement services offered by Catholic Community Services of York Region at Woodbridge library

b) Proposed location(s) for settlement program:

- Maple Library

Waterloo Public Library

a) Existing settlement program(s):

- Summer settlement programs currently offered through Settlement and Education Partnership in Waterloo Region (SEPWR) at Main and McCormick Branches

b) Proposed location(s) for settlement program:

- Main Library and McCormick

Windsor Public Library

a) Existing settlement program(s):

- Year-round settlement programs currently offered at Central Library, Forest Glade and Sandwich Library

b) Proposed location(s) for settlement program:

- Central Library, Forest Glade, Sandwich Library

Rationale for Recommendation 1:

Public libraries provide a very welcoming and neutral location for year-round settlement programs and have a broad mandate to serve all members of the community. Citizenship and Immigration Canada has specific criteria relating to who qualifies for settlement services. Because public libraries are making a significant in-kind contribution to the program, the mandate of settlement services in public libraries has been expanded to serve all clients. This reflects the service philosophy of the participating public libraries.

Public libraries have a long history of successful participation in partnerships. Examples include Hamilton and London Public Library's partnership with Employment Ontario to make available Job Discovery and Employment Resource Centres in convenient library locations to provide specialized and enhanced assistance for clients with job search needs. Hamilton Public Library also offers a LINC (Language Instruction for Newcomers to Canada) program that provides one-to-one volunteer-based tutoring for adult English as a Second Language students. Operating at Hamilton's Central Library since 1992, this program is funded by Citizenship and Immigration Canada and is open to Landed Immigrants and Convention Refugees.

Ontario is playing a key role in Canada's population growth as a result of a high level of immigration. This trend is expected to continue. The public library locations for the year-round settlement program were chosen to reflect current immigration and settlement patterns in Ontario. This is Citizenship and Immigration Canada's ongoing mandate. The program in the library will respond to the settlement needs of newcomers.

Recommendation 2

Funding be set aside by Citizenship and Immigration Canada to contract a Provincial Coordinator to coordinate the delivery of the program, publicity and training for the eleven participating public library systems. (See Attachment #4 .p. 37)

Rationale for Recommendation 2:

To be successful the program requires a dedicated Provincial Coordinator to oversee the many details relating to publicity and training so that the settlement program can begin on schedule in March 2008 in the numerous program locations across the province.

Recommendation 3

A Provincial Steering Committee be established comprised of the eleven participating library systems, Citizenship and Immigration Canada and representatives from the settlement agencies. Membership will be determined by Citizenship and Immigration Canada and will evolve in subsequent years as Local Operating Committees are established. (See Attachment #2 p.18 for Provincial Steering Committee Terms of Reference)

Rationale for Recommendation 3:

An effective administrative structure needs to be established to provide direction to the project and to help implement the program in the participating public library systems.

Recommendation 4

The participating public library systems, Citizenship and Immigration Canada and the settlement agencies establish operating guidelines to clearly define the roles and responsibilities of the partners and adopt and incorporate the following documents pending approval:

- Library Settlement Partnerships Start-Up: Who Does What At a Glance and Library Settlement Partnerships Start-Up Checklist (Attachment #1a and 1b, p. 14-16)
- Provincial Steering Committee Terms of Reference (Attachment #2, p. 18)
- Operational Guidelines (Attachment #3, p.19)

Rationale for Recommendation 4:

The Library Settlement Partnerships Start-Up Checklist, Terms of Reference for the Provincial Steering Committee and Operational Guidelines can be used by the partners as key documents to clearly define roles and responsibilities of all partners and to assist in the delivery of a consistent and well organized settlement program.

Recommendation 5

Partner libraries receive required funding from Citizenship and Immigration Canada to hire an Outreach Librarian to provide administrative support and conduct outreach for those library systems offering settlement programs in five or more branch locations and with multiple agencies involved. Partner libraries can judge if this position is required, apply for funding and can submit an application to Citizenship and Immigration Canada.

Rationale for Recommendation 5:

Partner libraries with many settlement program locations involving multiple partner agencies would benefit from additional support to lesson the workload and to ensure program success. The Outreach Librarian would be involved in duties such as: conducting regular local site visits, ensuring that the numerous settlement agencies are aware of library resources, liaising and facilitating relationship building among the partners and participating in the development and delivery of co-programs. Local libraries should establish an Outreach Librarian position profile and communicate it to the partner settlement agencies.

Recommendation 6

Public libraries recommend the following criteria (See Attachment #1a p.14) be used by Citizenship and Immigration Canada in the selection of settlement agencies.

Rationale for Recommendation 6:

It is important to establish selection criteria to ensure that the agencies chosen will deliver a reliable and effective year-round settlement program that meets the needs of all newcomers. Public libraries may provide input to Citizenship and Immigration Canada for agency selection but the final decision rests with CIC.

Recommendation 7

The Provincial Steering Committee agree upon an evaluative tool and benchmarks to measure program outcomes. Preliminary work has been completed on an annotated bibliography which includes methods for evaluating programs for newcomers. (See Attachment # 5, p.39).

Rationale for Recommendation 7:

The evaluation of the year-round settlement program will include both qualitative and quantitative measures. The Provincial Steering Committee will agree upon evaluation criteria for the year-round settlement program. Preliminary work has been completed on an annotated bibliography which includes methods for evaluating programs for newcomers. In addition an annual review of the program in the various branches will also be conducted. Partners can reaffirm their participation in the program after the annual evaluation.

Recommendation 8

Phase 2 of the program model be adopted and implemented by Citizenship and Immigration Canada to provide support for enhanced library services for newcomers. This may include support for resources in the following areas: language learning, employment, careers, certification, labour market, skills upgrading, English, French and first language learning, children's materials and materials in dual language. Up to \$20,000 per branch location offering settlement programs is suggested. (See Attachment # 6, p. 50)

Rationale for Recommendation 8:

Additional funding is needed by public libraries in order to maintain and provide access to current print and online collections that support settlement issues. The collection component is very important to public libraries. Newcomers who visit public libraries can learn about and borrow materials that support their efforts to improve language skills, update education credentials to meet Canadian requirements and learn about the Canadian job market. These vital resources play an important role in helping them to more easily adapt to life in Canada. Dual language materials would also be well used and support the newer research that supports children building literacy in first language and English or French.

Recommendation 9

Phase 2 of the program model be adopted and implemented by Citizenship and Immigration Canada to make available additional funding for other supports for newcomers including access to computers, laptops, the Internet, accessibility software and technology tools such as Kurzweil Reading program where required.

Rationale for Recommendation 9:

Newcomer children, students, job seekers and seniors need improved access to technology in order to better adapt to life in Canada. Students rely on computers with Internet access to complete homework assignments. Job seekers need to access online resume programs to submit applications for employment. Many newcomers who are seniors feel socially isolated as they care for children during the day. They would benefit from access to email programs and resources to help them keep up with news from home. Public libraries can provide equitable access to technology for newcomers.

Recommendation 10

Through Phase 2 participating public libraries receive funding for programs that complement community- based programs and offer support for newcomers in the areas of technology training, language instruction, employment or other programs for socially isolated individuals.

Rationale for Recommendation 10:

Public libraries play an important role in offering complementary programs in the community that respond to the immediate needs of newcomers. Programs that offer classes to help newcomers of all ages learn English, technology training in the areas of web- based email programs and employment and job finding classes are often free and available to everyone. For socially isolated newcomers who are seniors the public library offers programs to help them meet new friends and learn how to use resources such as news databases and email programs to keep in touch with family members back home. Support to offer these library programs will help newcomers to better adapt to and succeed in Canadian society.

CONTACT

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SIGNATURE

Elizabeth Glass

ATTACHMENTS

- 1 a) Library Settlement Partnerships Start -Up: Who Does What at A Glance
- 1 b) Library Settlement Partnerships Start-Up: Checklist
2. Provincial Steering Committee Terms of Reference
3. Operational Guidelines
4. Provincial Coordinator Duties
5. Evaluation Criteria – Executive Summary and Annotated Bibliography
6. Sample List of Certification, English Language Learning, Electronic Tools, Labour Market and Skills Upgrading Collection Resources

APPENDICES

Completed site visit checklists for branches participating in the Year-round Library Settlement Partnerships.

ATTACHMENT #1 a)

Library Settlement Partnerships Start-Up: Who Does What At a Glance

Purpose: To provide an overview of the administrative responsibilities and roles of each of the partners. This can be used in conjunction with the more detailed Library Settlement Partnerships Start-Up Checklist (See Attachment 1b p. 16).

Citizenship and Immigration Canada

Provides direction and overall funding to the Library Settlement Partnerships. Selects agencies based on the following criteria:

- Sustainability of the agency to deliver services that meet the needs of all newcomers
- Ability to meet library service requirements and hours
- Relevant service mandate
- Willingness to support co-planning of programs with the library
- Provides analysis of community user needs
- Supports the mandate and mission of the library organization to serve all customers
- Ability to offer reliable and effective delivery of service
- Sustainability of reliable funding sources
- Commitment to the partnership model
- Public libraries may provide input to Citizenship and Immigration Canada for agency selection but the final decision rests with CIC
- Partnership will respect fair hiring practices
- Partnership will adhere to municipal and provincial legislation that is binding on public libraries such as the Municipal Freedom of Information and Protection of Privacy Act R.S.O. 1990, Chapter M. 56
- On an annual basis the Local Operating Committee reviews the activity of each branch and considers changes to library locations and languages spoken or other issues

Provincial Steering Committee

- Comprised initially of a representative from the participating public libraries and Citizenship and Immigration Canada to guide the implementation of the program model, recommend service enhancements and share information about immigration trends and services to newcomers.
- Guided by the Terms of Reference, the Provincial Steering Committee will ensure an annual review and evaluation of the program goals, operational guidelines and branch locations.

Provincial Coordinator

- Works to coordinate the overall delivery of the year-round settlement program, publicity and training for the eleven participating public library systems.
- Development and distribution of generic publicity and marketing such as tent cards, posters and a vertical banner will be available to clearly identify the year-round settlement program in the library. It would be worthwhile to promote the program on multilingual radio and television stations such as OMNI, CHIN and Rogers Cable.
- Training and orientation for library staff and settlement workers will be offered using *Orientation and Training for Library Based Settlement Workers* as a starting point.

Public Libraries

- Offer the program in partnership with Citizenship and Immigration Canada and the settlement agency.
- For those library systems offering settlement programs in five or more branch locations and with multiple agencies an Outreach Librarian will work to conduct local site visits, outreach and ensure that the numerous settlement agencies are aware of library resources
- Establishes local operating committee (depending on the size of the program) comprised of local library representatives, a representative from Citizenship and Immigration Canada and settlement agency staff
 - Meets on a regular basis to make decisions relating to the coordination and delivery of the year-round settlement program

Partner Settlement Agency

- Employs settlement workers based on the language and service hour requirements of the public library.

Last updated: October 17, 2007

ATTACHMENT #1 b)

Library Settlement Partnerships Start-Up: Checklist

Purpose: To outline the steps each partner must take to initiate the program.

Citizenship and Immigration Canada

- Provide ongoing funding for Phase 1 of the program
- Establish the Provincial Steering Committee
- Hire the Provincial Coordinator
- Fund an Outreach Librarian position for larger locations
- Contract with the settlement agencies to deliver the service based on the identified language needs and service hour preferences and as outlined in the Appendices
- Inform public libraries of the agency selected and program start up date
- Develop generic publicity such as tent cards, posters, banner with collapsible stand to easily identify the Library Settlement Partnerships
- Address Phase 2 of the program

Public Libraries

- Contact settlement agency
- Develop Operational Guidelines as per the template which include agreed upon roles and responsibilities of all of the partners and expected outcomes
- Consult with the agency to obtain the appropriate staff based on hours of service (hiring and supervision of workers is the settlement agency's responsibility)
- Agree upon a program start date
- Ensure infrastructure supports are in place e.g. table, chairs, lockable filing storage facility, display rack provided through the in-kind contributions of the public library (cell phone and laptop provided by CIC for settlement workers)
- Provide staff and settlement worker orientation to introduce the partners and review roles and responsibilities outlined in the Operational Guidelines along with relevant library policies and procedures
- Establish good communication practices and protocols among all the partners at the outset
- Do internal promotion and awareness of the year-round settlement program to all library staff
- Arrange for publicity such as local press releases and distribution of publicity to the community e.g.) schools
- Establish a local operating committee or regular meetings if only one agency is involved to address service delivery issues and establish work plans
- Participate in the development of work plans with settlement agencies
- Receive any reports on program success

Local Operating Committee

- Meet on a regular basis to resolve issues relating to program delivery and to discuss other issues as they arise

Settlement Agencies

- Hire workers based on the language and service hour requirements provided by the library/provide orientation
- With the library provide orientation to settlement work and library programs
- Participate in operating committee
- Develop a work plan in discussion with the library
- Deliver service plan and joint programs
- Contribute statistics and other periodic reports

Last updated: October 17, 2007

ATTACHMENT # 2

Library Settlement Partnerships Provincial Steering Committee Terms of Reference

The role of the broad Provincial Steering committee established by Citizenship and Immigration Canada will be to guide the implementation of the Library Settlement Partnerships, recommend service enhancements, share information about immigration trends and services to newcomers and participate in the annual review of the program. Travel expenses to attend Provincial Steering Committee meetings or to conduct site visits will be reimbursed by Citizenship and Immigration Canada.

The Provincial Steering Committee will:

- Coordinate, evaluate, plan and recommend changes to the program model
- Review and revise operational guidelines as needed
- Review and revise criteria for selection of the partnership agency as needed
- Review and revise Provincial Steering Committee Terms of Reference as needed
- Participate in the evaluation of Phase 1 of the project
- Participate in the annual evaluation of the program
- Share information about immigration trends and services to newcomers
- Meet a minimum of once a year
- Implement Phase 2 of the project

Membership:

- Representative from participating public library systems and Citizenship and Immigration Canada. CIC will establish membership for the second year and will invite settlement agencies to attend Provincial Steering Committee meetings. In addition once the program is established Local Operating committees will also evolve for each community and hold regular meetings.

Minutes

Meeting minutes will be distributed to Provincial Steering Committee members

Last updated: September 13, 2007

ATTACHMENT #3

Operational Guidelines Library Settlement Partnerships TEMPLATE

These are suggested headings that may be included. See examples attached for more detailed content.

PURPOSE

PARTNERSHIPS

EXPECTED ACHIEVEMENTS OF THE PARTNERSHIP

ROLES AND RESPONSIBILITIES:

- a) Citizenship and Immigration Canada (CIC) responsibilities**
- b) Provincial Steering Committee Responsibilities**
- c) Partner Library responsibilities**
- d) Partner Settlement Agency responsibilities**
- e) Local Operating Committee Responsibilities**

EVALUATION

LAST UPDATED: October 16, 2007

OPERATIONAL GUIDELINES EXAMPLE # 1: TORONTO PUBLIC LIBRARY

Operational Guidelines for Year-round Settlement services at Toronto Public Library (May 2006)

I. PURPOSE:

- The purpose of the Operational guidelines is to guide the implementation and operation of a pilot project to provide year-round settlement services in selected locations at Toronto Public Library to ensure consistency in the delivery of such service by different settlement service providers at various library locations across the city.

II. PARTNERSHIPS:

- The program is offered in partnership between Toronto Public Library and settlement service providers identified by CIC to provide settlement services to newcomers at selected library locations.

III. EXPECTED ACHIEVEMENTS OF THE PARTNERSHIP:

- Provide a one-stop service point for newcomers with direct access to settlement resources at the library and referrals to full range of services in the wider community
- Encourage recent immigrants and their families to become TPL members and familiarize them with library resources and services meeting their specific needs
- Libraries will add materials to the collection that meet the needs of newcomers
- Promote local libraries as a resource center for newcomer users and settlement professionals serving newcomers
- Provide an additional venue for settlement specialists to extend and outreach their service to newcomers in the community
- Enhance and strengthen the mutual understanding and networking between TPL and agencies in the community
- Library staff and settlement service providers will be more informed about each other's strength and resources and the needs of the newcomer population.

IV. ROLES AND RESPONSIBILITIES

a) Partner Agency responsibilities:

- Provide staff resources to match language needs and service hours preferences appropriate to library locations

- Use the OTIS* standardized tracking form to collect statistics on user profile (including language, gender, age groups, years in Canada), information needs, categories of library referrals, referral to library tours and workshops, for program planning and evaluation. *Online Tracking Information System, funded by CIC.
- Prepare reports for Citizenship and Immigration Canada, and TPL.
- Provide the partner library branch with a detailed work schedule with staff assignments, hours of service and contact information
- Establish a communication protocol with partner branch to report schedule change and/or disruption of service (including leave of absence, scheduled meetings and training, vacations, illness, employment terminations, etc.)
- Ensure there is always a back-up settlement worker who can fill in when regular library worker is unavailable for any of the above reasons.
- Provide settlement workers with photo ID and cell phones.
- Work with library staff to arrange programs of interest to newcomer clients.
- Use and maintain supply of generic library settlement promotional materials (CIC-produced)
- Hire and employ library-based settlement workers.
- Schedule hours of library-based service in consultation with library branch management, according to peak user times, including evening and weekends as required.
- Provide overall supervision and direction of library-based settlement workers in collaboration with library branch management.
- Obtain feedback from the partner branch for staff evaluation purposes.
- Meet regularly with library branch staff, to discuss issues and suggestions to improve service to the shared client group.

b) Partner library responsibilities:

- Provide:
 - workspace in a visible location or signage directing newcomers to the workspace.
 - table and chair for worker.
 - display facilities for settlement workers.
 - Secure storage facility
 - Computer access on full access public workstation (with internet and e-mail functions) to facilitate delivery of settlement service.
 - Space for the delivery of group workshops to newcomers, with consideration for library programs and priorities
- Provide partner agency with recommended settlement worker schedule requirements, according to peak user times and including evenings and weekends as required
- Provide orientation and training to settlement workers on library resources and services of interest to newcomers
- Organize introduction of settlement workers to branch staff and local facilities, in advance of program start.

- Conduct in-branch promotion of the settlement service for newcomers with promotional materials provided by CIC
- Work with agency staff to arrange programs of interest to newcomer clients.
- Organize and conduct library tours for newcomers as referred by settlement workers.
- Provide library contact staff information to agency.
- Meet regularly with agency staff, to discuss issues and suggestions to improve service to the shared client group.
- Ensure that existing roles and services in the library will be complemented by the settlement worker and not replaced or duplicated.

c) Citizenship and Immigration Canada (CIC) responsibilities:

- Identify partner agencies (settlement service providers) with reference to language needs and service hour preferences identified by individual pilot library
- Provide the OTIS standardized tracking form system for use by all partner agencies for statistics collection and program evaluation
- Coordinate training with participating libraries and agencies
- Fund settlement workers and associated costs.
- Provide electronic files for generic promotional materials and templates for site specific materials for use in libraries.
- Facilitate linkages to settlement professional development opportunities.

d) Toronto Public Library (TPL) responsibilities:

- Select TPL branches to participate.
- Facilitate communication with branch contacts.
- Facilitate the provision at participating branches of in-kind contributions, such as appropriate work space, access to space for meeting with clients where possible, secure storage facility, desk and chair, and access to a public computer workstation with internet access.
- Provide a system-wide list of resources of interest to newcomers.
- Provide a central TPL contact person.

e) Library Settlement Worker responsibilities:

1. Individual Service to Newcomer Clients:

- Distributes identified promotional material about the services for newcomers at the library to each newcomer client
- Assists library staff to organize tours of the library
- Meets with clients to assess their settlement needs
- Assists clients to prioritize their settlement needs and facilitates referrals to the closest and most appropriate community services
- Provides services in a supportive and culturally sensitive manner
- Distributes generic promotional materials identified by CIC

2. Group Service to Newcomer Clients:

- In coordination with the library contact person, plans and coordinates settlement related activities and programs for groups of newcomer clients
- Involves resource people from other community services in these programs

3. Work with Library Staff:

- Negotiates a protocol for library staff to identify newcomer clients and refer them to the settlement worker
- With library contact person, identifies key messages for clients about services for newcomers in the library (getting a card, employment resources, multilingual collection, services for children...)
- Facilitates links to other settlement service providers in order to help the library establish and maintain contact with “hard to reach” families
- Facilitates constructive and culturally sensitive communication between library staff and newcomer clients
- Informs library staff about settlement related issues, including a profile of the community
- Collect newcomer client feedback (e.g. surveys, workshop evaluations, user needs assessment, etc.) to track outcomes of library settlement service.

4. Group Service to Newcomer Serving Organizations in the Community:

- In conjunction with library staff, organizes library orientation sessions for staff from community settlement organizations

5. Administration:

- Maintains a promotional display and materials
- Enters statistical information in the OTIS system using the standardized tracking form
- Maintains updated supply of handouts on services, resources and policies that are relevant to newcomers
- Collect newcomer client feedback (e.g. surveys, workshop evaluations, user needs assessments, etc.) to track outcomes of library settlement service, as directed.
- Ensures client confidentiality
- Wears a name badge
- Networks with other library-based settlement workers
- Attends training opportunities
- Works flexible hours, including evening and weekends, according to library peak user times, as scheduled by partner agency.

f) Pilot Steering Committee Responsibilities:

- Coordinate, evaluate, plan and recommend changes to the pilot.
- Review and revise these guidelines as needed.
- Meet a minimum of four times per year.
- Composed of representatives from TPL central administration, CIC, participating library branches and agency management.

OPERATIONAL GUIDELINES EXAMPLE #2: HAMILTON PUBLIC LIBRARY

***Operational Guidelines for Year-round Settlement Services at the
Hamilton Public Library (January 2007)
Library and SISO-Settlement Partnership Program (LSSP)***

Purpose:

The purpose of the operational guidelines is to guide the implementation and operation of the Library and SISO-Settlement Partnership Program (LSSP) in order to provide year-round settlement services at the Hamilton Public Library.

Mission of the Program:

The focus of the program is to provide settlement services to newcomer youth and their families by connecting them to the resources in the community that support their settlement and lifelong learning needs and to facilitate the introduction of newcomer youth and their families to the library's programs services and collections.

Partnerships:

The program is offered in partnership with Settlement and Integration Services Organization (SISO), the Hamilton Public Library (HPL) and Citizenship and Immigration Canada (CIC) to provide settlement services to newcomers at selected library locations.

Expected Outcomes of the Program:

10. Provide a one-stop service point for newcomers with direct access to settlement resources at the library and referrals to a full range of services in the wider community.
11. Encourage recent immigrants and their families to become HPL members and familiarize them with library resources and services meeting their specific needs.
12. Newcomer parents/guardians will have a better understanding of the library, its programs and services.
13. Libraries will continue to add materials to the collection that meet the needs of newcomers.
14. Promote local libraries as resource centers for newcomer users and settlement professionals serving newcomers.
15. Provide an additional venue for settlement information workers to extend and outreach their service to newcomers in the community.
16. Enhance and strengthen the mutual understanding and networking between HPL and agencies in the community.

17. Library staff, Settlement Workers and newcomer families will share information and be better informed about each other's strengths and resources and the needs of the newcomer population.
18. There will be increased awareness and linkages between newcomer families, libraries and the community.
19. Youth and their families will have co-ordinated case management (**see Appendix B**) and referral to a full range of services.
20. Parents/guardians and library staff will have access to available cultural interpretation services.

Youth and Family Eligibility:

All newcomer youth and their families who are recent immigrants or refugees (up to three years in Canada) and secondary migrants with first year settlement needs will be eligible to access and receive services (**see Appendix A**).

Nature of Service Provision:

Given the collaborative and integrative design of the program, Settlement Workers will use a co-ordinated case management approach to link clients with specialty services offered by the library, other agencies and specialists. They will not provide or duplicate these professional services.

This program will operate in branches of the Hamilton Public Library system by:

1. Providing settlement assistance to newcomer families.
2. Focusing on introducing and linking children and families to the library system (its programs and services).
3. Developing a co-ordinated case management approach to facilitate access of newcomer families to settlement, library and other services.
4. Developing strategies for mutual understanding and collaboration between newcomer families, library staff and youth.

Modes of Settlement Service Provision:

5. Meet individually with parents/guardians/youth and/or library staff.
6. Provide information sessions for parents/guardians/youth and library staff.
7. Facilitate group workshops.

Service Limitations:

While Settlement Workers will be able to perform a wide variety of services for their clients, they do not have the mandate and/or the training to do the following:

8. Mediate conflicts
9. Teach ESL/ELD
10. Translate/interpret in non-settlement contexts
11. Work as a youth worker
12. Work as a social worker
13. Work as a first language assessor
14. Work as a bilingual instructor

15. Perform the regular duties of library staff

See the Settlement Worker job description for a comprehensive list of job duties.

Client Access to the Pilot Program:

16. Outreach by Settlement Workers
17. Referrals by Library staff
18. Self-referral, family members, and friends. The library is open and accessible to all members of the community.
19. Referral from settlement service providers or other community-based sources. The online tracking information system records all of this information.

Referrals from the Project:

20. To settlement services for parents/guardians in need of specialized settlement assistance (e.g. ISAP, HOST, LINC/ESL, job search workshops, Survivor Support Program, Volunteer Program, resume-writing workshops, general orientation workshops etc.).
21. To other service agency/supports (e.g. welfare, employment, food bank, counselling, legal aid clinic, health).
22. To library staff for specific information requests and program registration
23. To schools
24. To local community resources (e.g., places of worship, recreation centres, ethno-cultural groups, neighbourhood associations).

Training:

All staff and partners in the program will receive training, tailored to their needs:

25. For Library Managers/Department Heads and their designates: overview, roles, referral system, communication systems, settlement needs and issues, cross-cultural communication.
26. For the SISO management team: overview, roles, referral system, communication systems, statistics and reporting, orientation to the library system.
27. For Settlement Workers: overview, roles, referral system, communication systems, immigration orientation, teamwork, conflict management, service documentation, Hamilton Public Library, second language acquisition by children, cultural interpretation, settlement needs, and assessment.

Throughout the program the Operational Committee may identify additional training needs.

LINES OF ACCOUNTABILITY/ROLES

All parties in the project will become familiar with their partners' roles and responsibilities.

Settlement Service Provider Organization - SISO

Roles and Responsibilities:

28. Responsible, as all parties are, for meeting program expectations.
29. Prepares and submits co-ordinated funding proposal(s) for the program to Citizenship and Immigration Canada (CIC) after negotiating the project with the Hamilton Public Library.
30. Signs Letter of Agreement.
31. Administers the CIC contract funds.
32. In consultation with the designated HPL Contact (currently the Director of Children and Young Adult Services), prepares the job description for Settlement Workers and prioritizes needs.
33. Advertises the positions, interviews and hires the candidates in conjunction with the designated HPL Contact (Director of Children and Young Adult Services), abiding by SISO hiring policies.
34. Provides an orientation about SISO for designated Library staff and Settlement Workers.
35. Provides personnel administration for Settlement Workers.
36. Provides overall supervision and direction of Settlement Workers in collaboration with designated Library staff and the Operational Committee.
37. Monitors local demographics and develops a service contingency plan to address changes in partnership with the library.
38. Agrees that:
 - 38.10 The Operational Committee has the responsibility for providing overall coordination for the program.
 - 38.11 Designated Library staff have responsibility for day to day identification of service needs for the Settlement Workers.
 - 38.12 The Operational Committee may identify and recommend changes to the operation of the program.
39. Maintains and reviews a protocol for two-way client referral between the Settlement Workers and SISO.
40. Gathers and analyses program statistical data monthly and submits to CIC, the Operational Committee, and HPL.
41. Participates in Operational Committee and Advisory Forum.
42. Develops client focused complementary program relationships with other agencies.
43. Performs other duties and responsibilities as agreed by project partners.

Lines of Communication:

44. Reports to CIC and other funders.
45. Promotes the program through open communication to families.
46. Facilitates open communication and client referral between the Settlement Workers in the program and the settlement staff at the agency.
47. Collaborates with Hamilton Public Library.

Resource Allocation:

At times when Settlement Workers are not in the library, SISO will provide:

48. Access to work space
49. Access to telephone
50. Access to meeting space
51. Access to office equipment and supplies

Program Co-ordinator (SWISH Manager)

Roles and Responsibilities:

1. Coordinates the work of the team of Settlement Workers
2. Provides direct support and assistance to Settlement Workers in collaboration with the Operational Committee
3. Monitors the implementation of the operational plan
4. Facilitates a project evaluation process.

Administration:

52. Develops process and systems to ensure ongoing outreach to all newcomers
53. Coordinates the work of the team of Settlement Workers in collaboration with the Operational Committee.
54. Monitors implementation of the operational plan as approved by the Operational Committee.
55. Provides direct support and assistance to each Settlement Worker in dealing with difficult/ emergency/urgent cases.
56. Prepares reports as required for the funder and the Operational Committee.
57. Monitors and ensures appropriate and confidential handling of client information and files.
58. Accepts other duties assigned by the Operational Committee consistent with program goals.

Training and Resource Development:

59. Supervises and trains Settlement Workers on an ongoing basis.
60. Supports the planning and implementation of group sessions.
61. Arranges for training of staff and partners involved in the program in collaboration with the Operational Committee.
62. Recruits community resources for workshops.
63. Provides cultural background information to the Library staff as requested/required.
64. Keeps up to date on relevant information, policies and legislation.
65. Develops and compiles resources relative to the needs of the newcomer families and the library.
66. Facilitates the development of a LSSP Worker manual including relevant policies of SISO, the HPL and other partners, program guidelines and forms, relevant resources (such as immigrant service resource directories, community service directories, cultural profiles), lines of communication in the project.
67. Participates in networking meetings with other Settlement Workers in library programs in Ontario.

Reporting and Evaluation:

68. Provides a regular update to the Operational Committee regarding activities.
69. Co-ordinates, collects and interprets data from the program.
70. Conducts need assessments and evaluations of the program and client needs to identify program gaps and weaknesses in collaboration with the Operational Committee.
71. Facilitates a project evaluation process in collaboration with the Operational Committee.

Program Development and Management:

72. Negotiates program needs with specific Library managers and the Director of Children and Young Adult Services and the Manager of the Central Children's Department based on client needs.
73. Develops project-wide initiatives in collaboration with the Operational Committee.
74. Monitors local demographics and develops a service contingency plan for sudden changes.
75. Researches alternative models of service delivery and proposes adaptations to improve the existing ones.

Lines of Communication:

76. Develops effective network, partnership and working relationships with other service providers, agencies, communities, organizations and institutions providing service to clients.
77. Facilitates open and flexible communication with the Library staff, Settlement Workers and the Operational Committee.
78. Provides feedback to Settlement Workers and the Library managers.
79. Promotes the LSSP Program by providing public information sessions and/or conducting presentations and/or other appropriate forms of outreach and advertisement to local agencies, religious institutions, organizations, community groups, schools, ESL classes, etc.

Lines of Responsibilities:

The Coordinator reports to and is accountable to the Executive Director of SISO.

LSSP Workers

Roles and Responsibilities:

Individual Assistance

Settlement Workers will follow a co-ordinated case management approach in providing the following client services:

80. Directs service work with eligible newcomer families.
81. Provides orientation sessions to newcomers to familiarize them with programs and services available in the organization and in the area.
82. Informs and orients families and young people about settlement related issues.
83. Outreach to new families.
84. Facilitates the access of newcomer families to library activities and programs.
85. Assists clients to prioritize their settlement needs and facilitates referrals to the closest and most appropriate community services, social services, professional services and government programs.
86. Participates in selected library workshops/programs to assist in the orientation process for newcomer youth and their families.
87. Acts as a resource for newcomer students and provides support groups for parents/guardians as needed.
88. Provides services in a supportive and culturally sensitive and linguistically appropriate manner maintaining client confidentiality.

89. Enables families to advocate on their own behalf, including the needs of their children.
90. Advocates on clients' behalf when appropriate.
91. Distributes identified promotional material about the services for newcomers at the library to each newcomer client
92. Assists Library staff to organize tours of the library for newcomer families.
93. Distributes generic promotional materials identified by CIC.

Direct Service Work with Library Staff

94. Facilitates constructive and culturally sensitive communication between the Library staff and newcomer youth and their families.
95. Informs and orients staff about settlement related issues.
96. Assists Library staff in establishing and maintaining contact with "hard to reach" families.
97. Provides cultural background information to Library staff as requested.
98. With library contact person, identifies key messages for clients about services for newcomers in the library (getting a card, employment resources, multilingual collection, services for children etc.)

Presentations (in collaboration with library and community partners)

99. Facilitates the communication between parents/guardians and library in group and presentation contexts.
100. Participates in the development and presentation of cultural presentations and parent/guardian workshops.
101. Assists in workshops to increase newcomers' understanding of the library system and parenting issues in a Canadian context.
102. Participates on committees, workshops and conferences as approved by the program co-ordinator.
103. In co-operation with partners and other agencies, conducts group orientation and information sessions on a variety of settlement related topics such as, housing, education, transportation, employment and other related topics.
104. Promotes settlement-related services for individuals and groups.
105. Develops and implements settlement related activities for large and small groups with program co-ordinator's approval and in discussion with the local library manager or designate.

Administration /Professional Development:

106. Participates in on-the-job training.
107. Actively participates in all LSSP staff meetings and workshops.
108. Participates in the overall operation and activities of SISO.
109. Maintains and submits accurate tracking forms "On Line Tracking System (OTIS)" and provides regular monthly updates to the Program Coordinator.
110. Maintains appropriate written records and files pertaining to settlement services and the recommendations or counselling received by clients.
111. Provides a monthly written report to the Program Co-coordinator regarding activities and trends.
112. Maintains overall management of client caseload.
113. Ensures appropriate and confidential handling of client information and files.
114. Operates in accordance with the policies, guidelines and protocols of the program and partner organizations.

115. Accepts other duties as assigned by the Program Co-coordinator in accordance with the program objectives.
116. Maintains promotional displays and materials.
117. Maintains updated supply of handouts on services, resources and policies that are relevant to newcomers.
118. Collects newcomer client feedback (e.g. surveys, workshop evaluations, user needs assessments, etc.) to track outcomes of library settlement service, as directed.
119. Works flexible hours, including evenings and weekends, according to library peak user times, as scheduled by SISO/library.

Lines of Communication:

120. Communicates regularly with the Program Co-ordinator.
121. Communicates regularly with the library manager/contact.
122. Shares knowledge with other Settlement Workers and SISO staff to ensure integrated service delivery for clients.

Lines of Responsibility:

Reports to the Program Coordinator.

Citizenship and Immigration Canada (CIC) Responsibilities:

1. Identifies partner agencies (settlement service providers) with reference to language needs and service hour preferences identified by individual pilot library.
2. Provides the OTIS standardized tracking form system for use by SISO for statistics collection and program evaluation.
3. Coordinates training with participating libraries and agencies.
4. Funds settlement workers and associated costs.
5. Provides electronic files for generic promotional materials and templates for site specific materials for use in libraries.
6. Facilitates linkages to settlement professional development opportunities.

Hamilton Public Library (HPL) Responsibilities:

1. Responsible, as all parties are, for meeting program expectations.
2. Approves and signs the Letter of Agreement.
3. Fulfils conditions as outlined in the Letter of Agreement.
4. Appoints representatives to the Operational Committee.
5. Facilitates the operation of the program and negotiates agreed upon changes.
6. Provides in-kind contributions.

Library Contact (Director of Children and Young Adult Services)

Roles and Responsibilities:

123. Participates on the Operational Committee and Advisory Forum.
124. Acts as Liaison for the program.
125. Supports and assist the Library managers/designates in the orientation process, the integration of settlement workers into the library culture, evaluation process, etc.
126. Supports and assist in the implementation of the program (prioritizing needs, training settlement workers, developing resources, organizing workshops, etc).
127. Keeps up to date on relevant information, policies and legislation.

128. Selects HPL branches to participate.

Lines of Communication:

- 129. Facilitates open and flexible communication with managers/their designates, Settlement Workers, and the Operational Committee.
- 130. Refers appropriate issues to the Operational Committee.

Lines of Responsibility:

Reports to Chief Librarian

Central Children's Department Manager

Roles and Responsibilities:

- 131. Identifies service needs as outlined in the Settlement Worker's job responsibilities.
- 132. Arranges for an orientation to the branch/department for Settlement Workers.
- 133. Provides informal feedback to Director of Children and Young Adult Services.
- 134. Liaises with participating Branch Managers/Designates to ensure that there is:
 - 134.10 access to meeting space for use by Settlement Workers.
 - 134.11 access to shared working space for use by Settlement Workers in designated locations.
 - 134.12 availability of needed resources as agreed upon and available.
 - 134.13 a designated library contact between staff and Settlement Workers at each location
 - 134.14 compliance with HPL policies and procedures.
 - 134.15 communication so that library staff are appropriately informed and involved.
- 135. Facilitates the integration of the Settlement Workers into the library culture.
- 136. Ensures that existing roles and services in the library will be complemented and augmented by the Settlement Workers and not replaced or duplicated.
- 137. Participates on the Operational Committee and Advisory Forum.

Library Resource Allocation

In designated libraries/departments the following resources will be provided:

- 138. Internet and Computer Access
- 139. Access to a telephone
- 140. Work space, which includes secure space for files
- 141. Meeting space
- 142. Office supplies, photocopying and/or printing as necessary
- 143. Access to internal and external communication channels (e.g. courier)

Operational Committee

Composition:

The full team and or subcommittees of the team will meet at least 3 times a year. The team will consist of:

- 144. Library Contact/Director of Children and Young Adult Services for the Hamilton Public Library
- 145. Manager of Central Children's Department
- 146. Program Co-ordinator/ SWISH Manager

- 147. Director of SISO
- 148. CIC representatives

Roles and Responsibilities:

The Committee will make key decisions and problem solve coordination of program activities on all aspects of the program operation.

- 149. Policy Development
 - 149.1 Reviews the Operational Guidelines as needed.
 - 149.2 Develops an annual operational plan for the LSSP Program and services based on community needs in keeping with the Mandatory Program and Services Guidelines under the contract and letter of agreement signed by project partners within the framework of the approved budget.
 - 149.3 Develops project initiatives.
- 150. Resource Allocation
 - 150.10 Makes recommendations regarding staffing.
 - 150.11 Decides the extent and nature of the resource allocation to specified library branches/departments.
 - 150.12 Monitors and interprets local demographic changes and provides recommendations for development of a service contingency plan.
- 151. Evaluation and Ongoing Assessment
 - 151.10 Facilitates the program evaluation process.
 - 151.11 Collects and analyzes data for overview and submission to the stakeholders.
 - 151.12 Conducts need assessments and evaluations of the program and client needs to identify program gaps and weaknesses.
- 152. Communication Strategy
 - 152.10 Establishes effective processes to receive and provide adequate communication.
 - 152.11 Reviews and implements program communication strategies.
 - 152.12 Facilitates LSSP Advisory Forum.
- 153. Professional Development
 - 153.10 Advises on and facilitates professional development sessions for Settlement Workers and library staff.
 - 153.11 Promotes the sharing of best practices between HPL and SISO.
 - 153.12 Identifies training needs for committee members.

Advisory Forum

Composition:

The Advisory Forum will be held once per year to provide input and feedback to the program. The Operational committee will organize the forum.

Invitations to participate will be extended to:

- 154. Members of the Operational Committee
- 155. Our Stakeholders (parents, youth, service providers, etc.)
- 156. LSSP Workers
- 157. HPL staff and Board members
- 158. SISO staff and Board members
- 159. Community partners

Evaluation of Program

The Operational Committee will develop and implement an annual evaluation plan of the LSSP program.

Conflict Resolution Mechanism

In all cases, the Ontario Human Rights Code, the Canadian Charter of Rights and local human rights policies will prevail.

160. If a conflict is covered by existing Board/Agency policies, it will be managed through due process outlined in those policies.
161. If the conflict is beyond the parameters of existing Board or Agency policies, the matter will be referred to the Program Coordinator or the appropriate manager. Should further consultation be required, the Operational Committee will be required to provide consultative advice. Should the conflict require resolution at higher levels of authority, it will be referred to the appropriate Library Director or Chief Librarian and the Executive Director of the Agency for resolution. New policy amendments to either the Operational Guidelines or the Letter of Agreement will be negotiated and recommended by the Operational Committee.
162. In the event of a conflict between SISO and Library policies, the Operational Committee will negotiate and recommend an amendment to the Letter of Agreement to the Chief Librarian and the Executive Director of SISO.

Appendix A

First Year Settlement Needs

These are typical examples of first year settlement needs. The list is not exhaustive, and there are many items that could also be included. While Settlement Workers can attend to some (i.e. SIN applications, OHIP cards) others require immediate referral to an appropriate person or agency (i.e. immigration status, secondary school timetabling, diploma accreditation).

163. Orientation:

- 163.1 Obtaining:
 - 1.1.1 Social Insurance card
 - 1.1.2 OHIP card
 - 1.1.3 Student ID

164. Driver's Licence:

- 164.1 Societal norms, rights, obligations and protection (workplace, school, society, family)
- 164.2 Accessing public transit: maps, streets, bus routes, intersections, passenger pick-up, parking

165. Health:

- 165.1 Finding a local physician/dentist/ community health centres
- 165.2 Vaccination / immunization
- 165.3 Nutrition in the Canadian context
- 165.4 Accessing mental health counseling

166. Support Programs:

- 166.1 Social assistance programs (workfare, welfare, baby bonus, seniors income supplement, ODSB)

167. Accommodation:

- 167.1 Locating appropriate housing (leasing, "key money", rights and obligations)
- 167.2 Assistance with phone, utilities setup
- 167.3 Housing shelters

168. Library:

- 168.1 Obtaining library card
- 168.2 Assistance in registering for library programs

169. School:

- 169.1 Assistance with school registration
- 169.2 Understanding educational rights and responsibilities

170. Employment:

- 170.1 Work skills assessment, accreditation and licensing, evaluation of academic credentials
- 170.2 Upgrading or skills for change program
- 170.3 Adult education
- 170.4 E.S.L / L.I.N.C
- 170.5 University information (community colleges and TOEFL / GSAT / MLAT / LSAT)
- 170.6 Distance education – mail / Internet
- 170.7 Workers rights, health and safety
- 170.8 Negotiating terms of employment, work hours, benefits, pay

171. Financial:

- 171.1 Bank accounts, ATM cards, withdrawal, deposit slip credit, credit cards, guarantor, telephone/internet banking, customer service, complaints, writing cheques
- 171.2 Budgeting, paying bills
- 171.3 Food banks, Red Cross, Goodwill, Salvation Army.

Appendix B

Terms

Coordinated case management: refers to the overall co-ordination of settlement case management by the Settlement Workers, resulting in a one-stop approach to addressing clients' needs. The Settlement Workers will conduct basic needs assessments, prioritize needs with client involvement and involve other service providers as appropriate.

Eligible clients: All newcomer parents and guardians and youth with first year settlement needs with consideration of secondary migrants for up to two years.

ATTACHMENT #4

Library Settlement Partnerships Provincial Coordinator

Duties:

- Assists Library Settlement Partnership (LSP) stakeholders to deliver an effective library-based settlement program
- Advocates for library service to newcomers within the library community, the settlement sector, and Citizenship and Immigration Canada
- Facilitates the implementation of the LSP program Phase One, providing support for participating stakeholders
- Liaises and facilitates relationship building among the partners
- Assists LSP partners to resolve issues and concerns
- Fosters newcomer-related resource sharing among public libraries
- Facilitates dialogue between stakeholders in all LSP programs about program issues for newcomer families, youth, and seniors.
- Organizes and coordinates ongoing training and orientation of library staff and settlement workers, using *Orientation and Training for Library Based Settlement Workers* as a starting point
- Coordinates the development and distribution of generic publicity funded by Citizenship and Immigration Canada including posters, tent cards, banners, mass media, and other strategies that support newcomer settlement
- Coordinates the development of a marketing package that can be adapted by the participating public library systems for use when promoting the service to stakeholders in their community
- Coordinates and participates in the development and implementation of evaluative methodology to assess program performance
- In cooperation with program stakeholders, develops a best practices for library-based settlement workers, for LSP facilitators, and LSP operational/steering committees
- Coordinates input into the OTIS tracking system
- Collates information and provide preliminary analysis for annual review
- Attends all Local Operating and Provincial Steering Committee meetings
- Coordinates supports for public libraries as described in Phase Two
- Facilitates links between school-based and library-based delivery models
- Facilitates discussion about resources for newcomers in public libraries that would facilitate their efforts to adapt to life in Canada, which could be funded by CIC.

Qualifications:

- Library Science Degree from an accredited library school
- Superior understanding of public library services for newcomers
- Understanding of settlement services sector and service roles

- Demonstrated ability to build effective working relationships with the library sector and to work effectively with the settlement community
- Superior oral and written communication skills
- Superior advocacy and coordination skills
- Ability to travel frequently within Ontario

ATTACHMENT #5

Evaluation Criteria – Executive Summary and Measuring the Impact of Settlement Services on Newcomers Annotated Bibliography

Executive Summary of Literature Review for Measuring the Impact of Settlement Services to Newcomers

- There is a lot of library literature describing the services public libraries provide to immigrants and newcomers.
- Missing from the literature surrounding services to newcomers is the measurement of the *impact* of the services.
- The impact of library services can be measured by creating a contextual framework for the statistical data that is already being collected by public libraries.
- The data required for creating a contextual frame can be collected in a number of ways. These methods are surveys, focus groups, one-on-one interviews, and contact point research.

Recommendations for Measuring the Impact of Settlement Services to Newcomers

- The Online Tracking Information System (OTIS) report, created by Citizenship and Immigration Canada (CIC), contains rich statistical data on the settlement needs of newcomers.
- Contact point research, combined with the OTIS, may be the most constructive way to measure the impact of settlement services on newcomers. This type of data can be collected by asking newcomers one or two carefully structured questions after their information request.
- The library can overcome issues such as language barriers and library anxiety by utilizing settlement workers as the contact point for data collection.
- Presenting qualitative data with data from the OTIS report will provide a clear picture of the impact of settlement services to newcomers
- These recommendations have been made with considerations given to the following issues: cost effectiveness, ease of administration, and presentation of findings to library stakeholders.

Literature Review on Measuring the Impact of Settlement Services on Newcomers

There is a lot of library literature describing the services public libraries provide to immigrants and newcomers. The descriptions can be grouped into the following themes: collection development, programs and services, outreach initiatives (Alexander 2005; Berry 2007; Buck 2006; Crouse 2006; Jang 2003; Miranda-Murillo 2006; Steinmacher 2005), the needs of newcomers and the barriers faced by newcomers (Bala and Adkins 2004; Richardson 2006; Yilmaz 2002).

While the descriptions of services are important in understanding the needs of newcomers, they are not sufficient in understanding how public libraries are *doing* in terms of meeting these needs. Missing from the literature surrounding services to newcomers in public libraries is the measurement of the *impact* of the services. Yet despite this gap it should be noted that public libraries do collect quantitative data—statistics—on the usage of services offered on a regular basis (Hoegh-Guldbery 2006). Using quantitative data to identify the number of people who use specific library services is important for evaluation, continuation, and introduction of services.

Despite the usefulness of statistical data, it can be argued that quantitative analysis provides only a limited view of how library services, specifically services for newcomers, impacts users (Hernon 2001). Usage statistics measure workload more than library effectiveness (Cram 2004). The statistical data that is being collected by the library needs to be combined and presented with some context which explains its findings (Cram 2000 and Gardner 2002).

There are several ways that public libraries can collect data to provide a contextual framework for the statistical data that is already being gathered. These methods of data collection include surveys, focus groups, one-on-one interviews, and contact point research (Gardner 2002). Surveys have been frequently used by public libraries to gain insight into the needs of their users. Using surveys to measure the impact of settlement services to newcomers is very economical and can easily reach a large group of people (King 2005). While surveys are useful they are not without limitations. It is often difficult to turn the findings of a survey into benchmarks of performance beyond just tables of numbers (Pritchard 1995).

Focus groups are useful for identifying trends and patterns (Everhart 2002). However it is difficult to make generalizations from focus groups, due to the small size of the groups. Using large groups to get representative feedback can be very time-consuming (King 2005). The same can also be said of using one-on-one interviews to identify the impact of library services to users (Everhart 2002). Yet despite the heavy investment of time required to conduct one-on-one interviews; they are a rich source of information (Gardner 2002).

Contact point research, or point-of-transaction questions, is a useful means of acquiring information on the impact of settlement services to newcomers because it is an easy and non-intrusive way of getting a significant number of responses fairly quickly from a reasonable sample (Cram 2000 and Gardner 2002). This method is easy to administer and cost-effective because it can be carried out by the settlement agency workers already situated in the library. The drawback of this type of data collection is that since it is collected at a busy service point, it cannot be used for complex issues (Gardner 2002).

Measuring the Impact of Settlement Services on Newcomers: An Annotated Bibliography

Alexander, Linda. “Designing Multicultural Inclusion/Awareness.” Florida Libraries 47:1 (2005): 15-17.

- Description of multicultural programs created by library students at the University of Florida. The objective of the project was to encourage students to think about meeting diverse community patron needs. Many of the programs were delivered in library settings.
- Program ideas provided insight into the needs of African and Hispanic communities.

Allen, Margret (Peg), Suzanne Mathew, and Mary Jo Boland. “Working with Immigrant and Refugee Populations: Issues and Hmong Case Study.” Library Trends 53.2 (2004): 301-328.

- Discussion on the challenges relating to providing health information for immigrants and refugees in the context of developing health education/health literacy programs. Includes lessons learned from National Library of Medicine (NLM) funded health information programs in Wisconsin, particularly the Hmong health projects funded by the NLM Specialized Information Services Division. When working with immigrants and refugees plans need to be flexible with room for changing methods and approaches, since continued work with said groups will shed more light on culture and language. A health fair was also organized to inform the Hmong community about health education resources.
- Health fair attendees were asked to respond to a survey/evaluation of the information they received; to encourage participation in the evaluation attendees were given incentives such as: key chains, pens, and magnetic picture frame with health tips on the border. The use of incentives may be of value to the Ontario settlement services program when measuring the impact of settlement services to newcomers.

American Library Association. ALA Standards Manual. Nov. 2003.

**<<http://www.ala.org/ala/ors/standardsa/standardsmanual/manual.htm>> 19
June 2007.**

- Provides definitions of the terms standards and guidelines. Standards are policies that describe shared values and principles of performance in the library. Guidelines are procedures that will prove useful in meeting standards.
- Clarification on terminology that will be useful in crafting methods to measure the impact of settlement services in Ontario libraries. Also good for creating benchmarks, and best practices, for library services for newcomers.

Association of College & Research Libraries. Characteristics of Programs of Information Literacy that Illustrates Best Practices: A Guideline. Jun. 2003. <<http://www.ala.org/ala/acrl/acrlstandards/characteristics.htm>> 19 June 2007.

- Defines the elements of best practise in information literacy programming for undergraduate students. Provides a framework in which to categorize details of a given program and analyze how different program elements contribute to attaining excellence. Useful for benchmarking program status, improvement, and long-term development.
- Useful information on evaluation and assessment tools; but limited in details.

Association of College & Research Libraries. Guidelines for University Library Services to Undergraduate Students. Jun. 2005. <<http://www.ala.org/ala/acrl/acrlstandards/ulsundergraduate.htm>> 19 June 2007.

- Presents quantitative and qualitative approach to assessing the effectiveness of undergraduate programs and services. Advocates the use of input, output, and outcome measures in the context of the library's mission statement and goals; and encourages comparison of these measures with peer institutions. Assessment tools such as focus groups, interviews, surveys and tests provide useful data on the effectiveness of services to undergraduates.
- Useful information for settlement services in Ontario libraries in that most of the library anxiety experienced by undergraduates are similar to those experienced by newcomers. Recommendations such as the need to be flexible to various learning styles, creating user-friendly environment, and willingness to take risks to develop innovative programs can all be easily transferred to libraries creating services for newcomers.

Bala, Beth and Denice Adkins. "Libray and Information Needs of Latinos in Dunklin County, Missori." Public Libraries. 43.2 (2004): 119-122.

- An examination of the Barriers of effective library services to Latinos. Outreach initiatives such as promotion of library services through media outlets that target the Hispanic population is also description.
- Surveys are administered to identify the barriers faced by Latinos as well as the information needs.

Berry, Evette. "Family Storytimes for New Immigrants Combine Learning and Fun." Feliciter. 53.1 (2007): 44.

- Description of Calgary Public Library's ESL Storytime initiative and using the library as a space for families to learn and have fun. Staff training for the program's delivery is also explained.
- Brief discussion on the importance to creating community partnerships to present programs and services for entire families.

Buck, Nancy. “Public Libraries and Immigrants—Tradition!” Virginia Libraries 52.2 (2006): 4-6.

- Discussion of the information needs of immigrants in the United States. Description of services provided to immigrants in the Central Rappahannock Regional library, in Virginia; and its partnership with community organizations that assist immigrants. Many immigrants come to the library seeking information such as: tutors for GED, English language classes, citizenship information, find jobs, and community services.
- The Central Rappahannock Regional library’s services to immigrants resonates with the goals of introducing year round library settlement partnerships.

Cram, Jennifer. ““Six Impossible Things Before Breakfast”: A Multidimensional Approach to Measuring the Value of Libraries.” Proceedings of the 3rd Northumbria International Conference on Performance Measurement in Libraries and Information Services. Newcastle upon Tyne: Information North, 2000. <http://www.alia.org.au/~jcram/six_things.html> 11 July 2007.

- Decision on the conceptual framework for value measurements in libraries by using Education Queensland corporate library service’s methodology for measuring value. The library collects reference satisfaction data to measure the extent to which they satisfy information requests (according to client), the amount of time saved for the client (estimated by the client) and the way in which the information will contribute to the meeting of the organizations goals, together with the monetary value of the information in use. Accumulated benefits are reported by using relevant salaries to quantify the productivity gains, to which the estimated dollar value of the information and appropriate narrative about the contribution to the organizational goals are added.
- Adding narratives to user satisfaction data, and collecting said data at the point of transaction will be useful in measuring the impact of settlement services to newcomers.

Cram, Jennifer and Valerie Shine. “Performance Measurement as Promotion: Demonstrating Benefit to Your Significant Others.” School Library Association of Queensland Biennial Conference. 2004. <http://www.alia.org.au/~jcram/pm_as_promotion.html> 11 July 2007.

- A conceptual framework for value measurement and the deficiencies of current performance measurement practice are discussed. Specifically the tendency to gather information about process and to report in a way which obscures the value of the library to the parent organization. Designing, modifying and using a transaction based multi-faceted performance measurement mechanism is also discussed as a case study. Transaction based performance measurements, while daunting in its initial stages, is useful because it allows the library to collect data that conveys value in terms of performance. There are seven phases for building a transaction based performance measurements: selection (of what to measure), collection of data, storage, analysis, reporting, interpretation, and application.

- This method is useful for organizing the measurement of the impact of settlement services to newcomers. The data can also be used to make informed decisions on resource allocation and to support budget bids.

Crouse, Jacque. “Immigration, Citizenship, and Libraries.” Texas Library Journal. 82.4 (2006): 140-142.

- Description of services offered at the Austin Public Library’s New Immigrant Centres. Newcomers are provided with a Civics and Citizenship Toolkit, created by the Office of Citizenship, along with information about employment and education.
- Useful information of successful partnerships and the information needs of newcomers.

Everhart, Nancy. “Research into Practice: Using Focus Groups with Young People.” Knowledge Quest. 30.3 (2002).

- Discussion of using focus groups to understand the school library needs of young people. Insightful tips on issues to take into consideration when preparing to conduct focus groups.
- Good information on how to facilitate discussions in focus groups.

Farmer, Lesley S J. “What is the Question?” IFLA Journal 33.1 (2007): 41-49.

- An examination of the questioning behaviour of youths, the issue of question locus of control, and offers guidance in assisting youths in developing effective question strategies for comprehending information and questioning authority. Explicit instruction is required when asking quality higher-level questions. Signal (key) words and generic question stems are the most effective methods for stimulating relevant questions and facilitate learning. Body language and tone of voice can often betray a listener’s inner feelings.
- Farmer’s emphasis on the necessity of clear communication for successful questioning is an important consideration when measuring the impact of settlement services to newcomers.

Gardner, Bob. “Speaking Notes – Effective and Responsive Needs Assessment.” INSPEL 36.3 (2002): 191-206.

- Information on performing needs assessment on the informational needs of members in the Ontario legislature. Collecting anecdotal information and correlating comments from members can provide rich information on how services are used and how the library is viewed. Members who request documents from the library have the option of completing a feedback form on the usefulness of the documents collected. Small-scale structured interviews are also conducted when members call the library for information. One or two simple questions are asked at the end of the information request. Short 20 minute phone—or in-person—interviews are also conducted with members to answer specific operational or planning questions.
- Small-scale structured interview, consisting of one or two questions, may be useful in collecting qualitative data from newcomers using settlement services in libraries.

Hernon, Peter. “Editorial: Components of the Research Process: Where Do We Need to Focus Attention?” The Journal of Academic Librarianship 27.2 (2001): 81-89.

- Excellent information on the importance of doing good LIS research. Divides research into four parts: 1) reflective inquiry, 2) procedures, 3) data collection and analysis, and 4) reliability and validity (quantitative study) or credibility, transferability, dependability, and confirmability (qualitative study). Important to let the reflective inquiry guide the selection of the method of data collection.
- For the purposes of establishing settlement programs in Ontario libraries, and measuring the impact of the program to newcomers qualitative data collection will be ideal. Qualitative study provides insight into user experiences and behaviour.

Hersberger, Julie. “The Homeless, Public Libraries, and Outreach Services.” North Carolina Libraries. 57.1 (1999): 8-12.

- Brief history of homelessness in the United States, a discussion of the homeless and public libraries, and an examination of the case for developing outreach programs for the homeless, the useful services needed by the homeless in outreach form, and times when outreach services are not appropriate. Outreach services to the homeless are best accomplished through providing these services via established facilities frequented by the homeless. Some of the homeless families, especially parents, in this study considered family and friends as their primary sources of information, sources who often had no better resources than the homeless parents themselves.
- Hersberger’s assertion that family and friends are often the primary sources of information for some parents is also applicable to newcomers.

Hoegh-Guldberg, Hans. “Aged Services Survey for Fairfield City Library Service New South Wales.” Aplis 19.1 (2006): 39-43.

- Report on the library habits of three language groups—Spanish, Arabic/Assyrian, and Vietnamese—in the Fairfield City Library. Two surveys, one to users and one to nonusers, were administered. Nonusers were located by contacting foreign language and Australian organizations and conducting group interviews. Library staff provided older adults, library users, with large print copies of the survey. Staff also provided language support when necessary.
- Methods used to identify nonusers may be useful in measuring the impact of settlement services to newcomers. The use of group interviews is an effective way of gathering rich information on the information behaviours of non public library users.

Jang, Wendy. “Multilingual Services at Richmond Public Library.” Feliciter. 49.3 (2003): 158-160.

- Description of Richmond Public Library’s establishment of Multilingual Services Department in British Columbia. The department has created several programs and services for newcomers such as, immigrant orientation, employment seminars,

computer classes, and cultural celebrations. The department as also made changes to the library's collection.

- Useful information on how public libraries are working to meet the needs of newcomers.

King, Dwight B Jr. "User Surveys: Libraries Ask, 'Hey, How Am I Doing?'" Law Library Journal 97.1 (2005): 103-115.

- Information on how to create, administer, analyse, and present data from a user survey. Descriptions of how to plan a survey and key issues to take into consideration and things to avoid.
- Many of King's suggestions can be easily transferred to public libraries measuring the impact of settlement services to newcomers. King's suggestion that survey questions be asked immediately after a transaction is significant, because the experience is still fresh. Short concise questions are also more likely to yield useful results, and it also avoids barriers that may result from language limitations.

Liao, Yan, Mary Finn, and Jun Lu. "Information-Seeking Behaviour of International Graduate Students vs. American Graduate Students: A User Study at Virginia Tech 2005." College & Research Libraries 68.1 (2007): 5-25.

- Comparative study investigating how graduate students from diverse ethnic groups discover, select, and use various information sources and insights into international graduate students' information seeking behaviour, especially its similarities and differences compared with the information locating patterns used by their American peers. Authors acknowledge the lack of current information on international students' library experience and needs.
- Survey results identify the relationship between length of stay in the United States of international graduate students and their information seeking behaviour. The relationship between length of stay and information seeking behaviour provides some positive evidence regarding the impact of library services to newcomers and internationals.

MacDonald, Bertrum H. "When Numbers Alone are Not Enough: Applications of Qualitative Methodologies." Feliciter 52.1 (2007): 26-29.

- Limited discussion on the merits of qualitative methodologies for assessing library services. Qualitative methodologies include: intensive interviews, observations (obtrusive and unobtrusive), focus groups, content analysis of documents, ethnographies, etc. Qualitative methods focus attention on the importance of people within organizational and community settings. The assembly of the evidence is more important than the ability to quantify results.
- The impact of settlement services to newcomers is a measurement of an intangible and may need to be measured in qualitative terms.

Miranda-Murillo, Diana. “New Immigrants Centers at the Austin Public Library.”
Texas Library Journal 82.4 (2006): 144-147.

- Description of services offered to immigrants at the New Immigrants Centers at the Austin public library, and a discussion of the complexities involved in providing services to immigrants. The center combines a variety of different services and materials to provide support for new immigrants. Each center is also equipped with a brochure stand of information about non-profit organizations that offer services to the immigrant community in Austin. Many immigrants are reluctant to get a library card or use the library because they fear being reported to the U.S. Citizen and Immigration Services. In some cases they fear deportation, but in some other cases they fear rejection or simply speaking.
- Some good information on the complexities of providing services to newcomers, especially with respect to language. Excellent information on the need and importance of having settlement workers in Ontario libraries.

Poll, Roswitha and Philip Payne. “Impact Measures for Libraries and Information Services.”
Library Hi Tech 24.4 (2006): 547-562.

- Outlines the importance of impact/outcome research in libraries. Study involved 22 academic libraries in the UK. Authors acknowledges the difficulty of measuring intangibles such as impact on individual knowledge and well-being; however, they provide details on the importance of carrying out qualitative measures such as surveys, interviews, focus/discussion groups, and exit surveys to explain and clarify quantitative data such as statistics. Exit surveys are surveys conducted on leaving a service.
- Exit surveys may be beneficial in measuring the impact of settlement workers in libraries as it will provide immediate impressions about how newcomers have benefited from the settlement services. Also emphasis on qualitative data providing a rich fund of stories about personal experiences and judgements; and the organization of said stories will allow us to recognize patterns which will be of importance when creating benchmarks.

Majid, Shaheen and Gava Mugeraa Kassim. “Information-Seeking Behaviour of International Islamic University Malaysia Law Faculty Members.”
Malaysian Journal of Library & Information Science. 5.2 (2000): 1-17.

- Study identifying the information channels used by the International Islamic University Malaysia (IIUM) law faculty members, information sources preferred by them, methods employed for getting the needed information and their library use pattern. A questionnaire was distributed to 80 IIUM law faculty members and 66 were returned. The survey had two sections. The first section collected personal information, and the second consisted of 14 questions which collected data on information seeking behaviour. Respondents preferred to first consult their personal collection before resorting to other information providing sources and agencies. The study concluded that scholars in developing countries prefer informal channels for acquiring the needed information.
- Colleagues were preferred over other channels, as they were considered familiar, reliable, immediately accessible, inexpensive, and often provided a concise answer

synthesising the available information. The preference of colleagues as sources of information resonates with the information seeking behaviour of newcomers.

Pritchard, Sarah M. “Library Benchmarking: Old Wine in New Bottles?” The Journal of Academic Librarianship. 21.6 (1995): 491-495.

- Discussion on the complexities surrounding library benchmarking. Also includes information on the significance of using qualitative data.
- Good information on combining qualitative data with quantitative data.

Richardson, Christopher. “Needs Assessment for Undocumented Individuals.” Virginia Libraries. 52.2 (2006): 26-30.

- The information needs of undocumented individuals are described as well as the social assumptions made about them. Undocumented individuals, like the homeless, are often regarded as problem patrons.
- Some useful information on library anxiety, and what libraries can do to reduce it.

Steinmacher, Michael. “Louisville Free Public Library Responds to the Changing Face of Its Community.” Kentucky Libraries. 69.4 (2005): 28-32.

- Description of programs and services offered to immigrants at the Louisville Free Public Library. The library’s initiative seeks to educate newcomers about the resources and facilities of a public library. Outreach initiatives are also described.
- Information this initiative was gathered in a variety of ways including casual conversations to more formal focus groups.

U.S. Citizenship and Immigration Services. Library Services for Immigrants: A Report on Current Practices. March 2006.

<http://www.uscis.gov/files/nativedocuments/G-1112.pdf> 19 June 2007.

- Identifies current practices in American library services to immigrants and offers ideas about creating services and programs for immigrants. Identifies the significance of developing partnerships with organizations that serve immigrant communities.
- Sets the foundation for working with community organizations, and performing outreach, to develop relationship with immigrant community. Useful background information for developing settlement programs in Ontario libraries.

Williamson, Kristy. “The Role of Research in Professional Practice: With Reference to the Assessment of the Information and Library Needs of Older People.” Australasian Public Libraries and Information Services 12.4 (1999): 145-153.

- Needs assessment research on the information needs of older people, especially in relation to the use of computers and internet. The range of research methods and techniques are also discussed. For example, demographic analysis of census data and a simple questionnaire administered to a large sample may be an appropriate way to gather basic information and figures on trends. Simple, structured observation of people and the ways in which they use the library can be useful for understanding needs. A few small focus groups are useful for information on

particular user group segment. Also, a few in-depth interviews with a few carefully selected respondents may be a more suitable approach for exploring and understanding particular issues.

- The use of in-depth interviews, or focus groups, may be useful in collecting data on the impact of settlement services to newcomers.

Yilmaz, Bulent. “Reading and Library Usage Habits of Students Whose Mother Tongue is Turkish In Vienna, Austria.” IFLA. 28.2 (2002): 74-80.

- Discussion of the survey findings of the reading habits of Turkish students in Austria. Library visits are linked with advanced reading habits. Barriers such as lack of encouragement to visit libraries and to read are explored. The library’s role in facilitating the integration of students in the host society is also discussed.
- Quantitative data is presented in tables to explain the link between reading habits and library visits

ATTACHMENT # 6

Sample List of Certification, English Language Learning, Electronic Tools, Labour Market and Skills Upgrading Collection Resources

These collections need to be updated regularly in order to remain fresh and relevant.

1. Certification

*(Titles were purchased in 2006 by Toronto Public Library. More recent editions may be available)

Title	Quantity	Cost
The dental hygienist's guide to nutritional care	1	63.95
Advanced applications of ICF construction facilitator's manual	1	75.00
Advanced applications of ICF construction participant's manual	1	40.00
C22.1-06 Canadian Electrical Code, Part 1 : safety standard for electrical installations (spiral bound reference book)	1	135.00
Code and guide for plumbing	1	15.00
Code and guide for sewage systems	1	15.00
Handbook of steel construction	1	150.00
Insulating concrete forms construction manual	1	50.00
National Building Code of Canada 2005	1	200.00
National Plumbing Code of Canada 2005	1	120.00
Ontario electrical safety code	1	99.00

Title	Quantity	Cost
Ontario Fire Code 1997 : containing the Fire Protection and Prevention Act, 1997 and O. reg. 388/97, as amended /	1	25.00
Better exam results: a guide for business and accounting students	1	30.95
Toronto notes: review for MCCQE.	1	115.65
Commercial Pilot Ground School Course	1	99.95
Guide to short answer questions on the CRNE	1	12.95
Mosby's Canadian comprehensive review of nursing	1	67.95
Appleton & Lange review of pharmacy	1	65.20
Applied statistics and probability for engineers	1	121.95
PMP exam prep : accelerated learning to pass PMI's PMP exam - on your first try	1	62.55
Pharmacy	1	46.50
Bookkeeping and accounting : based on Schaum's Outline of theory and problems of bookkeeping and accounting, 3rd edition	1	9.71
Mosby's comprehensive review of nursing for the NCLEX-RN examination	1	56.95
Canadian fundamentals of nursing	1	124.00
Saunders comprehensive review for the NCLEX-RN examination	1	59.95
Carpentry & building construction	1	96.33

Title	Quantity	Cost
Exploring medical language : a student-directed approach	1	75.95
Fiber optics and technicians installer study guide	1	81.87
Lange outline review. USMLE step 1	1	50.95
Lange outline review. USMLE step 2	1	50.95
Milady's preparing for practical exam : cosmetology	1	34.77
Milady's standard fundamentals for estheticians	1	163.17
Physical medicine & rehabilitation review	1	86.45
The profession of dietetics : team approach	1	52.15
Mister Mech Mentor : hydraulics and piping	1	64.35
Canadian PN exam prep	1	39.55
Commercial Pilot Written Test Book	1	69.95
Dietetics : practice and future trends	1	41.96
Electrician's exam preparation guide : based on the 2005 NEC	1	51.35
Chemical engineering license P & S: exam prep for FE/pe	1	44.14
Civil engineering license review	1	105.23
Electrical engineering, problems & solutions Solutions	1	41.53

Title	Quantity	Cost
ACSM's certification review : certified personal trainer, ACSM health/fitness instructor, ACSM registered clinical exercise specialist	1	47.50
Basic electricity for industry circuits and machines	1	108.95
Introduction to biomedical engineering	1	115.50
Moving the earth	1	150.25
NCLEX-RN 250 new-format questions	1	21.95
Reinforced concrete design : a practical approach /	1	99.95
Total productive maintenance	1	107.95
ASHP's pharmprep : case-board review	1	92.50
Pharmacy technician certification: review and practice exam	1	38.50
Basic structures for engineers and architects	1	64.94
Construction contracting: a practical guide to company management	1	116.99
Piping systems & Pipeline: ASME code simplified	1	107.95
Building services engineering	1	56.50
Guidebook for Lineman and Cableman	1	86.95
Introduction to fire pump operations	1	83.95
Thomson Delmar Learning's pharmacy practice for technicians	1	93.95
Lange outline review. USMLE step 3	1	52.95

2. English Language Learning Resources

*(Titles were purchased in 2006 by Toronto Public Library. More recent editions may be available)

Title	Quantity	Cost
History of the English Language	1	68.00
Really useful English words	1	6.36
Michigan guide to English for academic success and better TOEFL test scored	1	43.95
Delta's Key to the Next Generation Advanced Practice for the iBt	1	77.95
In focus: strategies for academic writers	1	31.95
Academic Listening Strategies	1	52.95
Listening and Notetaking Skills Intermediate Listening Comprehension (Audio CD)	1	113.62
Listening and Notetaking Skills: Intermediate Listening	1	43.15
Listening and Notetaking Skills Noteworthy	1	45.15
Listening and Noteworthy Skills Noteworthy (Audio CD)	1	113.62
Listening and Notetaking Skills Advanced Listening Comprehension (Audio CD)	1	113.62
Listening and Notetaking Skills Advanced Listening Comprehension Course	1	46.95
Gateways to Academic Writing: effective sentences, paragraphs and essays	1	39.50
Tess of the d'Ubervilles	1	8.40
Tess of the d'Ubervilles (alternate format)	1	34.50
Longman Preparation Series for the TOEIC Advanced Course	1	30.35

Title	Quantity	Cost
Longman Preparation Series for the Advanced TOEIC Course (alternate format)	1	34.50
NorthStar Building Skills for the TOEFL iBT Intermediate Course	1	59.74
Speech Power & Accent Reduction	1	30.35
Touchstone 1	1	27.66
Touchstone 1 (alternate format)	1	50.62
Basic Tactics for Listening	1	34.50
Basic Tactics for Listening (alternate format)	1	100.65
Longman Preparation Series for the TOEIC Introductory	1	29.95
Longman Preparation Series for the TOEIC Introductory (alternate format)	1	61.95
Student's guide to the Melab: Michigan English Language Assessment Battery	1	36.95
Top Notch 2 Course	1	29.95
Top Notch 2 Course(alternate format)	1	64.95
Top Notch 3 Course	1	29.95
Top Notch 3 Course (alternate format)	1	64.95
Delta's key to the next generation TOEFL ® test: Advanced skill practice for the iBt	1	32.95
Delta's key to the next generation TOEFL ® test: Advanced skill practice for the iBt (Alternate format)	1	77.95
Learn English as a Second Language DVD pack	1	100.07
English grammar Pt.1	1	34.32
Longman Preparation Series for the TOEIC More Practice Tests	1	29.95

Title	Quantity	Cost
NorthStar Building Skills for the TOEFL iBT Advanced Course	1	36.95
NorthStar Building Skills for the TOEFL iBT Advanced Course (alternate format)	1	58.95
NorthStar Building Skills for the TOEFL iBT High Intermediate Course	1	36.50
NorthStar Building Skills for the TOEFL iBT High Intermediate Course (alternate format)	1	58.95
Touchstone 2	1	27.30
Touchstone 2 (alternate format)	1	83.20
Academic listening strategies: a guide to understanding lectures	1	52.95
Focus on IELTS	1	29.95
Focus on IELTS (alternate format)	1	44.95
IELTS practice tests plus	1	35.95
A student's guide to the MELAB	1	36.95
Idioms	1	5.16
Listening	1	20.76
Test your pronunciation	1	20.76
Writing academic English	1	20.76
IELTS practice tests plus	1	23.70
IELTS practice tests plus (alternate formats)	1	40.80

3. Electronic Tools

*(Titles were purchased in 2006 by Toronto Public Library. More recent editions may be available)

Title	Quantity	Cost
Learning Express Library Online	1	27729.93
Tense Buster Online	1	2160.00
Study Skills Success Online	1	2160.00

4. Labour Market

*(Titles were purchased in 2006 by Toronto Public Library. More recent editions may be available)

Title	Quantity	Cost
ULC Directories Pak (All 6 directories)	1	350.00
Building your nursing career: a guide for students	1	21.95
Legal fundamentals for Canadian business	1	75.95
Taking control of your nursing career	1	31.95
G.C. career monograph	1	175.00
G.C. job profiles	1	80.00
Profitable photography in the digital age: strategies for success	1	24.46
Boos your interview IQ	1	12.31
Great answers! Great questions!: for your job interview	1	11.66
The guide to basic cover letter writing	1	10.36
Perfect phrases for cover letters	1	8.41
Resumes for education careers: includes sample cover letters	1	11.01
Slam dunk cover letters	1	10.36
101 small business ideas for under \$5000	1	16.89
175 high-impact cover letters	1	15.27

Title	Quantity	Cost
202 great resumes	1	10.36
Guerrilla marketing for job-hunters: 40 unconventional tricks, tricks and tactics to land your dream job	1	14.29
Home-based businesses for dummies	1	16.89
Landing a job for Canadians for dummies	1	19.49
Resumes for dummies	1	14.29
Vault career guides to interior design	1	29.26
Vault career guide to accounting	1	27.96
Vault career guide to flight attendant	1	27.96
G.C. career monograph	1	27.55
G.C. job profiles	1	16.80
Great jobs for accounting majors	1	13.61
Great jobs for biology majors	1	15.56
Great jobs for chemistry majors	1	14.26
Great jobs for math majors	1	14.26
The guide to basic cover letter writing	1	10.37
How to ace the brain teaser interview	1	14.26
How to make a million dollars with your voice (or lose your tonsils trying)	1	14.26
John Douglas's guide to landing a career in law enforcement	1	16.22
Opportunities in health and medical careers	1	12.96
Opportunities in allied health careers	1	12.31
Opportunities in beauty and modeling careers	1	12.96
Opportunities in broadcasting careers	1	12.96

Title	Quantity	Cost
Opportunities in commercial art and graphic design careers	1	12.96
Opportunities in food service careers	1	12.96
Opportunities in forestry careers	1	12.06
Opportunities in marketing careers	1	12.06
Opportunities in military careers	1	12.06
Opportunities in nutrition careers	1	12.06
Opportunities in pharmacy careers	1	12.06
Opportunities in physical therapy	1	12.06
Opportunities in recreation and leisure careers	1	12.06
Opportunities in foreign language careers	1	12.96
Opportunities in overseas careers	1	12.96
Opportunities in culinary careers	1	12.96
Opportunities in eye care careers	1	12.96
Opportunities in physician careers	1	12.96
Perfect phrases for resumes	1	8.41
Perfect phrases for the perfect interview	1	9.06
The resume makeover: 50 common resume and cover letter problems—and how to fix them	1	12.96
The resume.com guide to writing unbeatable resumes	1	12.31
Resumes for engineering careers	1	12.31
Resumes for engineering careers: with sample cover letters	1	10.36

Title	Quantity	Cost
Resumes for high school graduates	1	10.36
Resumes for high tech careers: with sample cover letters	1	11.66
Resumes for sales and marketing careers: with sample cover letters	1	11.01
Gallery of best cover letters	1	28.50
The quick resume & cover letter book: write and use an effective resume in only one day	1	13.25
15-minute cover letter: write an effective cover letter right now	1	13.25
Get hired!: winning strategies to ace the interview	1	15.36
Vault guide to the top financial services employers	1	27.96
201 killer cover letters	1	18.81
Careers for caring people & other sensitive types	1	12.96
Careers for cyber-surfers & other online types	1	12.32
Careers for music lovers & other tuneful types	1	12.97
Careers for writers & Others who have a way with words	1	13.62
Careers in communications	1	14.91
Careers in finance	1	14.91
Careers in health care	1	14.91
Careers in journalism	1	14.91
Careers in law	1	14.92
Careers in travel, tourism & hospitality	1	14.26
Careers for self-starters & other entrepreneurial types	1	12.96
Fearless career change: the fast track to success in a new field	1	14.26
Getting started as a mystery shopper	1	14.27

Title	Quantity	Cost
G.C. job profiles	1	50.50
G.C. career monograph	1	14.92
Great jobs for anthropology majors	1	14.92
Opportunities in Film Careers	1	12.32
Recruitment and selection in Canada	1	80.95
24 hours to the perfect interview: quick steps for planning	1	11.66
Careers for plant lovers & other green thumb types	1	12.32
Careers for sports nuts & other athletic types	1	12.32
Careers in advertising	1	14.26
The Guide to Internet Job Searching	1	14.26
Opportunities in biological science careers	1	12.31
Opportunities in social science careers	1	12.31
Resumes for architecture and related careers	1	10.36
Technical shop mathematics	1	68.95
Overnight career choice: discover your ideal job in just a few hours	1	3.95
Practical process control for engineers and technicians	1	21.60
Modern plumbing	1	93.95
Heating and cooling essentials	1	91.95
Medical terminology: language for health care with student CD-ROM and English Audio CD	1	79.94

5. Skills Upgrading

*(Titles were purchased in 2006 by Toronto Public Library. More recent editions may be available)

Title	Quantity	Cost
Canadian Wood-Frame House Construction & Glossary Housing	1	17.97
Milady's hair removal techniques: a comprehensive manual	1	44.99
Milady's standard professional barbering	1	133.19
The new Penguin dictionary of science	1	26.78
The Penguin concise dictionary of computing	1	20.40
The Penguin dictionary of biology	1	19.98
The Penguin dictionary of chemistry	1	22.10
The Penguin dictionary of economics	1	20.39
The Penguin dictionary of electronics	1	14.41
The Penguin dictionary of mathematics	1	19.98
The Penguin dictionary of psychology	1	20.40
Programmable controllers	1	138.71
The Penguin dictionary of accounting	1	16.99
GED	1	18.19
ECG interpretation made incredibly easy	1	41.85
Business mathematics in Canada	1	94.95
Everyday English for International Nurses	1	16.95
Everyday English for Nursing	1	42.95
How baking works: exploring the fundamentals of baking science	1	41.39
Introduction to electric circuits	1	131.95

Title	Quantity	Cost
Professional management of housekeeping operations	1	93.59
Wastewater engineering: treatment and reuse	1	148.95
Welding: principles & practices	1	117.95
Doolin's trouble shooters bible: air conditioning, refrigeration, heat pumps heating	1	90.00
HVAC/R Professional's Field Guide to Medium and High Efficiency Gas Furnaces	1	25.94
Basic TV technology: digital and analog	1	38.94
Industrial control electronics: devices, systems and applications	1	143.96
Power electronics design: a practitioner's guide	1	77.94
Structural and stress analysis	1	58.44
Welder's handbook: a complete guide to MIG, TIG, arc & oxyacetylene welding	1	17.10
Applied colloid and surface chemistry	1	58.49
Hard milling & high speed machining: tools of change	1	77.94
Heat treatment, selection and application of tool steels	1	50.64
Managing shutdowns, turnarounds and outages	1	50.64
Manufacturing, engineering and technology	1	120.95
Writing in the health professions	1	299.95
The mathematics of financial modeling and investment management	1	89.69

Title	Quantity	Cost
Practical telecommunications and wireless communications for business and industry	1	63.95
Real estate practice in Ontario	1	105.00
Writing engineering specifications	1	62.95
Forensic investigation handbook: an introduction to the collection, preservation, analysis, presentation of evidence	1	59.74
Power boiler design, inspection, and repair: ASME code simplified	1	117.86
Practical recording techniques	1	46.35
Steam plant operation	1	117.85
Milady's standard cosmetology	1	97.17
Milady's illustrated cosmetology dictionary	1	34.77
Electrical power: motors, controls, generators, transformers	1	72.95
Industrial control handbook	1	126.95
Managing factory maintenance	1	71.95
Practical problems in mathematics for electricians	1	47.95
Becoming a chef	1	25.34
Applied statistics and probability for engineers	1	121.95

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