HAMILTON PUBLIC LIBRARY BOARD

Regular Board Meeting
Wednesday, September 19, 2001

5:30 p.m. Dinner
6:00 p.m. Meeting
Board Room

AGENDA

1. **Discussion Period**

2. **Acceptance of the Agenda**

3. **Minutes**

    3.1 Minutes of the Hamilton Public Library Board Meeting   Attachment #3.1
    of Wednesday, June 20, 2001
    3.2 Minutes of the Executive Committee Meeting of   Attachment #3.2
    August 22, 2001

4. **Business Arising**

    4.1 Executive Committee Motions   Attachment #4.1
        Suggested Action: Receive
    4.2 Reciprocal Borrowing   Attachment #4.2
        Suggested Action: Receive
    4.3 Board Strategic Planning Process   Attachment #4.3
        Suggested Action: Receive

5. **Correspondence**   **Attachment #5**

    - Letter from Tim Hudak, Minister dated June 26, 2001
    - Letter from Ms Marilyn Pilling dated July 13, 2001
    - Memo from CUPE 932 dated July 20, 2001

6. **Reports**

7. **New Business**

    7.1 Capital Budget Projects   Attachment #7.1
        Suggested Action: Receive
    7.2 Power of the Pen   Attachment #7.2
        Suggested Action: Receive
    7.3 Board Meeting Dates   Attachment #7.3
        Suggested Action: Approve

8. In-Camera Session

9. Date of Next Meeting

Wednesday, October 3, 2001
5:30 p.m. Snack
6:00 p.m. Meeting

10. Adjournment

HAMILTON PUBLIC LIBRARY BOARD
Regular Meeting

Wednesday, September 19, 2001
Board Room
5:30 p.m. Dinner
6:00 p.m. Meeting

MINUTES

PRESENT: Anne Gravereaux, Glen Whitwell, Peter Rogers,
Mac Carson, Chris McLaughlin, George Geczy, Doreen Horbach,
Dawna Petsche-Wark, Joyce Brown, Councilor Jackson

REGRETS: Anita Culley, Councilor Caplan, Mavis Adams, Maureen McKeating

STAFF: Ken Roberts, Don Kilpatrick, Kit Darling, Beth Hovius, Helen Benoit,
William Guise, Pam Haley, Eileen Thoms, Karen Hartog

Ms Gravereaux called the meeting to order at 6:05 p.m.

1. DISCUSSION PERIOD

1.1 Mr. Roberts regretfully announced the passing of Ms Adams' husband on Monday, September 17th, 2001.

1.2 Mr. Glen Whitwell will make the retirement presentation on behalf of the Board to Ms Jane Henderson, Valley Park, on Wednesday, September

1.3 A plan of the proposed South Mountain complex was presented to the Board. There is a public meeting being held on Tuesday, September 25, 2001 at 7:00 p.m.

2. ACCEPTANCE OF THE AGENDA

MOVED by Mr. Rogers, seconded by Ms Brown,

THAT THE AGENDA BE ACCEPTED AS PRESENTED.

MOTION CARRIED.

3. **MINUTES**

3.1 Minutes of the Hamilton Public Library Board Meeting of
Wednesday, June 20, 2001

Item #7   Should read "December" not "Decmeber".

MOVED by Ms Horbach, seconded by Mr. Rogers,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MINUTES OF
WEDNESDAY, JUNE 20, 2001 BE ADOPTED AS AMENDED.**

MOTION CARRIED.

3.2 Minutes of the Executive Committee Meeting of August 22, 2001

MOVED by Mr. Geczy, seconded by Mr. Rogers,

**THAT THE EXECUTIVE COMMITTEE MINUTES OF
WEDNESDAY, AUGUST 22, 2001 BE ADOPTED AS
PRESENTED.**

MOTION CARRIED.

4. **BUSINESS ARISING**

4.1 Executive Committee Motions

Board Members requested clarification on the reasoning for the
change.

MOVED by Mr. Geczy, seconded by Ms Horbach,

**THAT THE RECOMMENDATIONS APPROVED BY THE
EXECUTIVE COMMITTEE ON AUGUST 22ND, 2001, WHICH
STATES:**

> *THAT ANY FUTURE SURPLUSES ARISING FROM THE
> HAMILTON PUBLIC LIBRARY BOARD'S OPERATING
> BUDGET BE TRANSFERRED TO AN OPERATING
> RESERVE HELD BY THE LIBRARY AND TO BE USED AT
> THE DIRECTION OF THE LIBRARY BOARD; AND*

THAT ANY FUTURE DEFICITS ARISING FROM THE HAMILTON PUBLIC LIBRARY BOARD'S OPERATING BUDGET BE FUNDED FIRSTLY FROM THAT RESERVE.

BE RECONSIDERED AND REPLACED WITH THE FOLLOWING RECOMMENDATIONS:

THAT ANY FUTURE SURPLUSES ARISING FROM THE HAMILTON PUBLIC LIBRARY BOARD'S OPERATING BUDGET BE TRANSFERRED TO A LIBRARY CAPITAL RESERVE HELD BY THE CITY OF HAMILTON AND USED, UPON RECOMMENDATION BY THE LIBRARY BOARD, FOR LIBRARY CAPITAL NEEDS; AND

THAT ANY FUTURE DEFICITS FROM THE LIBRARY'S OPERATING BUDGET BE FUNDED FIRSTLY FROM THAT RESERVE.

MOTION CARRIED.

4.2   Reciprocal Borrowing

Received for information.

4.3   Board Strategic Planning Process

Board Members discussed the process. After a lengthy discussion it was decided that the Library Board would conduct the process as follows:

1.   Board Meeting held to share ideas, core values and to advise items to be included in plan. A facilitator may be present at this meeting.

2.   Staff will conduct same type of meeting.

3.   A few draft proposals will be brought to a future board meeting for discussion.

It was agreed that the Strategic Planning Process discussion may not be able to take place at an October Board Meeting now that the budget needs to be discussed.

MOVED by Mr. McLaughlin, seconded by Mr. Rogers,

THAT THE HAMILTON PUBLIC LIBRARY BOARD ENDORSES THE PROPOSED STRATEGIC PLANNING PROCESS AND TIMETABLE.

MOTION CARRIED.

5. **CORRESPONDENCE**

    Letter from Tim Hudak, Minister dated June 26, 2001

    Received for information.

    Letter from Ms Marilyn Pilling dated July 13, 2001

    Received for information.

    Memo from CUPE 932 dated July 20, 2001

    Received for information.

6. **REPORTS**

    There were no reports.

7. **NEW BUSINESS**

    7.1   Capital Budget Projects

           Received for information.

    7.2   Power of the Pen

           Received for Information. Ms Horbach volunteered to represent the Library Board at the Awards Evening.

    7.3   Board Meeting Dates

           Board Meetings will be held on October 17th, October 24th, November 7th and November 21st.

7.4   Annual Chairman's Dinner

MOVED by Mr. Whitwell, seconded by Ms Brown,

THAT THE ANNUAL CHAIRMAN'S DINNER BE HELD ON DECEMBER 19, 2001 AT THE HAMILTON DISTRICT CHAMBER OF COMMERCE WITH A BUDGET COST OF $2,500.00

MOTION CARRIED.

7.5   Lynden Facility

Received for Information.

7.6   Coin Operated Photocopier Replacement

MOVED by Mr. Rogers, seconded by Ms Horbach,

THAT APPROVAL BE GIVEN TO ISSUE A PURCHASE ORDER TO 4 OFFICE AUTOMATION LTD. FOR THE RENTAL AND MAINTENANCE OF COIN OPERATED PHOTOCOPIERS FOR A PERIOD OF FIVE YEARS AT A COST OF $0.0459 PER COPY PLUS APPLICABLE TAXES BASED ON 473,000 COPIES PER ANNUM, THIS BEING THE LOWEST QUALIFIED BID RECEIVED IN ACCORDANCE WITH THE TERMS AND SPECIFICATIONS OF THE REQUEST FOR PROPOSAL FOR RENTAL AND MAINTENANCE OF PHOTOCOPIERS ISSUED BY THE LIBRARY ON AUGUST 24TH, 2001 AND CLOSED ON SEPTEMBER 7TH, 2001.

MOTION CARRIED.

7.7   Audited Financial Statements

Received for information.

7.8   CAM and approval of City Agreement

MOVED by Mr. Rogers, seconded by Ms Petsche-Wark,

THAT THE CHIEF LIBRARIAN BE AUTHORIZED TO NEGOTIATE A CHANGE TO THE LEASE WITH THE CITY OF HAMILTON WITH REGARD TO THE CENTRAL LIBRARY TO ACCOMMODATE RELOCATION OF CITY STAFF TO AN AREA ON THE 6TH FLOOR OF THE BUILDING; AND

THAT THE RELOCATION OF THE COLLECTION ACCESS
MANAGEMENT DEPARTMENT OF THE HAMILTON PUBLIC
LIBRARY TO THE FORMER STONEY CREEK CITY HALL BE
IMPLEMENTED PROVIDED THAT THE COST OF THE MOVE
AND ANY RENOVATIONS BE COVERED FROM THE CITY
BUDGET.

MOTION CARRIED.

7.9   Best Practices Site

MOVED by Mr. Rogers, seconded by Mr. McLaughlin,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD EXTEND ITS
CONGRATULATIONS TO THE SPECIAL COLLECTIONS
DEPARTMENT FOR THEIR EFFORTS AND BEING LISTED ON
THE LIBRARY NET'S BEST PRACTICES 2001 LIST.**

MOTION CARRIED.

7.10   Connect Ontario

Received for information.

7.   **IN-CAMERA SESSION**

The following motions were carried following the in-camera sessions.

MOVED by Ms Brown, seconded by Mr. Whitwell,

THAT THE IN-CAMERA SESSION BE CONVENED.

MOVED by Ms Brown, seconded by Mr. Rogers,

**THAT THE IN-CAMERA MINUTES OF THE HAMILTON PUBLIC
LIBRARY BOARD MEETING OF WEDNESDAY, JUNE 20, 2001 BE
ADOPTED AS AMENDED.**

MOVED by Mr. Carson, seconded by Mr. Rogers,

**THAT A SUB-COMMITTEE BE STRUCK TO DISCUSS THE CHIEF
LIBRARIAN'S CONTRACT. THE SUB-COMMITTEE WILL BRING THIS
ITEM BACK TO THE BOARD.**

MOVED by Ms Brown, seconded by Mr. Whitwell,

THAT THE IN-CAMERA SESSION BE ADJOURNED.

8. **DATE OF NEXT MEETING**

Wednesday, October 17, 2001
5:30 p.m. Dinner
6:00 p.m. Meeting

9. **ADJOURNMENT**

MOVED by Ms Brown, seconded by Ms Horbach,

THAT THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, SEPTEMBER 19, 2001 BE ADJOURNED.

MOTION CARRIED.

The meeting was adjourned at 9:20 p.m.

Minutes recorded by Karen Hartog.

Implementation Plan for the Service Hours Report and background   Attachment #5.1
Report A Model for Service Hours and Qualifications

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Hamilton Public Library
Growing minds. Growing community.

MEMO

DATE: October 11, 2001

REPORT TO: Anne Gravereaux, Hamilton Public Library Board Chair

C.C.: Hamilton Public Library Board Members

FROM: Ken Roberts, Chief Librarian

SUBJECT: **Recommendations regarding Service Hours**

RECOMMENDATION:

That the Hamilton Public Library Board adopt the following Service Hours for Hamilton Public Library locations

Branch	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Sun.	Hrs.
Central	9-9	9-9	9-9	9-9	9-6	9-5	1-5	69
Terryberry	10-9	10-9	10-9	10-9	Closed	10-5	1-5	55
Saltfleet	10-9	10-9	10-9	10-9	Closed	10-5	1-5	55
Ancaster	10-9	10-9	10-9	10-9	Closed	10-5		51
Dundas	Closed	10-9	10-9	10-9	10-6	10-5		48
Sherwood	10-9	10-6	10-9	10-9	Closed	10-5		48
Westdale	10-6	10-9	10-6	10-9	Closed	10-5		45
Concession	Closed	10-8	10-6	10-8	10-6	10-5		43
Red Hill	Closed	10-8	10-6	10-8	10-6	10-5		43
Kenilworth	10-6	12-8	10-6	12-8	Closed	10-5		39

Branch								
Barton	1-8	10-8	1-8	10-5	Closed	10-5		35
Binbrook	1-8	10-5	1-8	10-5	Closed	10-5		35
Stoney Creek (new)	1-8	10-5	1-8	10-5	Closed	10-5		35
Locke	10-5	1-8	10-5	1-8	Closed	10-5		35
Valley Park	2-8	10-8	2-8	2-8	Closed	10-5		35
Waterdown	10-8	10-8	10-8	10-8	Closed	10-5		47
Carlisle	2-8	2-8	2-8	10-5	Closed	10-5		32
Lynden	2-8	2-8	2-8	2-5	Closed	10-1		24
Mount Hope	2-5	2-8	2-5	2-8	Closed	Closed		17
Millgrove	2-5	4-8	2-5	4-8	Closed	10-1		17
Picton	3-6	3-8	3-6	3-6	Closed	2-5		17
Freelton	4-8	2-5	4-8	2-5	Closed	2-5		17
Greensville	4-8	2-5	4-8	2-5	Closed	2-5		17
Rockton	2-5	5-8	2-5	5-8	Closed	2-5		15
Sheffield	5-8	2-5	5-8	2-5	Closed	Closed		12

That the new Service Hours take effect at Central, Terryberry and Sherwood when the staff redeployment process is deemed by management to be sufficiently complete.

That the new Service Hours for all library branches except Central, Terryberry, Sherwood, Stoney Creek, and Winona take effect January 2, 2002.

That the physical and human resources of the Stoney Creek and Winona Branches be merged to provide a new library branch located at the former Stoney Creek City Hall and that this branch be known as the Stoney Creek Branch.

That the current Stoney Creek branch hours be decreased to match those of the new Stoney Creek branch, effective January 2, 2002.

That the current Winona branch hours be decreased to 17 hours weekly, effective January 2, 2002 in order to maintain equitable service hours with other level 1 neighbourhood branches.

That the feasibility of closing the Greensville Branch and using the saved funds to provide Sunday service at the Dundas branch be further investigated in 2002 and that community comment be obtained.

That the feasibility of closing the Sheffield Branch and consolidating service at the Rockton Branch be further investigated in 2002 and that community comment be obtained.

BACKGROUND:

Background material for each of these recommendations is incorporated within the attached <u>Proposed Service Hours Report</u>. We have brought the recommendations together, in a slightly different fashion, in this cover memo so that the Board may discuss them together.

Hamilton Public Library

Proposed Service Hours

October 11, 2001

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Proposed Hours

Recommendations:

> **That the Board adopt the Service Hours for each service location as outlined in the table below.**
>
> **That the proposed Service Hours go into effect at Central, Terryberry, and Sherwood when the staff deployment process is completed.**
>
> **That the proposed Service Hours for all other locations take effect January 2, 2002.**
>
> **Proposed Hours for each Location**

Branch	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Sun.	Hrs.
Central	9-9	9-9	9-9	9-9	9-6	9-5	1-5	69
Terryberry	10-9	10-9	10-9	10-9	Closed	10-5	1-5	55
Saltfleet	10-9	10-9	10-9	10-9	Closed	10-5	1-5	55
Ancaster	10-9	10-9	10-9	10-9	Closed	10-5		51
Dundas	Closed	10-9	10-9	10-9	10-6	10-5		48
Sherwood	10-9	10-6	10-9	10-9	Closed	10-5		48
Westdale	10-6	10-9	10-6	10-9	Closed	10-5		45
Concession	Closed	10-8	10-6	10-8	10-6	10-5		43
Red Hill	Closed	10-9	10-6	10-8	10-6	10-5		43
Kenilworth	10-6	12-9	10-6	12-8	Closed	10-5		39
Barton	1-8	10-5	1-8	10-5	Closed	10-5		35
Binbrook	1-8	10-5	1-8	10-5	Closed	10-5		35
Stoney Creek (new)	1-8	10-5	1-8	10-5	Closed	10-5		35
Locke	10-5	1-8	10-5	1-8	Closed	10-5		35
Valley Park	2-8	10-8	2-8	2-8	Closed	10-5		35
Waterdown	10-8	10-8	10-8	10-8	Closed	10-5		47
Carlisle	2-8	2-8	2-8	10-5	Closed	10-5		32
Lynden	2-8	2-8	2-8	2-5	Closed	10-1		24
Mount Hope	2-5	2-8	2-5	2-8	Closed	Closed		17
Millgrove	2-5	4-8	2-5	4-8	Closed	10-1		17
Picton	3-6	3-8	3-6	3-6	Closed	2-5		17
Freelton	4-8	2-5	4-8	2-5	Closed	2-5		17
Greensville	4-8	2-5	4-8	2-5	Closed	2-5		17
Rockton	2-5	5-8	2-5	5-8	Closed	2-5		15
Sheffield	5-8	2-5	5-8	2-5	Closed	Closed		12

The companion report *Model for Service Hours* and *Staff Complement* provides in detail the changes made since the model was first proposed in May 2001.

Rationale:

The split implementation date will enable staff orientation and training to take place before the staff redeployment date, which is expected to be in early March. Central, Terryberry and Sherwood's increase in hours would take place at that time which would ensure that sufficient staff are available to cover the additional hours.

Background:

The Service Hours proposal provides improved service hours at the following locations:

- Central, Terryberry and Sherwood are each open 3 more hours weekly. The three locations with increased service hours (Central, Terryberry and Sherwood) account for 44.1% of the system's circulation

  - Central Library –open Monday evenings.

  - Terryberry Library – open Monday mornings

  - Sherwood Library – open Thursday mornings.

- Saltfleet – opens Sundays (seasonally) – effective September 2002.

- Concession, Red Hill and Westdale - open two mornings per week through readjustment of hours.

- Opening times for all community and district branches are standardized at 10 a.m. throughout the week. The late evening closing times have been standardized as either 8 p.m. or 9 p.m. dependent upon community needs.

Service hour reductions include the following changes:

- There will be one day of closure per week at most the Wentworth branches and at Dundas, to be consistent with Hamilton branches.

- Kenilworth hours have been reduced by one morning per week.

- Neighbourhood Level III branches have been reduced to 35 hours per week over 5 days (except Waterdown).

- Neighbourhood Level III branches have been reduced to 17 hours per week, to enable one part-time staff position to cover the location and stay within the union contract and employment standards.

Some changes are neutral.

- The closed day has been moved to Friday for the following locations – Carlisle, Freelton, Greensville, Lynden, Millgrove, Sheffield and Rockton.

Alternate Service Delivery

The *Model for Service Hours and Staff Complement* report described possible alternate service delivery. This section makes recommendations regarding those proposals.

4

Picton

In 2002 further consideration will be given to providing an alternative service delivery for the Picton Library. This is a separate issue from the change to service hours which bring this branch into alignment with others of similar size. The hours were changed from the original report in order to maximize after school access for children.

Greensville

The report suggested that Greensville be closed and that the funds used to open Dundas on Sundays. It will cost approx.. $33,000 to open Dundas on Sundays seasonally.

Recommendation: that this be further investigated in 2002, and that community feedback be obtained.

Rockton-Sheffield

The report recommended that Sheffield be closed and that Rockton's service hours be expanded to 24 hours weekly. Other library services such as reciprocal borrowing with Cambridge and possible relocation of a bookmobile stop to the Sheffield area could further impact on Sheffield's low use.

Recommendation: that this be further investigated in 2002 and that community feedback be obtained.

Stoney Creek-Winona

Recommendation:

That the Stoney Creek and Winona branches be merged to provide a new branch library at the former Stoney Creek City Hall and that this branch be known as the Stoney Creek Branch.

Rationale: The rationale is provided in the report entitled *Model for Service Hours and Staff Complement.*

Implementation Schedule:

Since the actual date of the merger of the Stoney Creek and Winona branches has not yet been established and will not likely take place until 2002, a phase-in period is recommended.

Interim Recommendations:

That the Stoney Creek branch hours be changed to match the new Stoney Creek City Hall branch, effective January 2, 2002.

That the current Winona branch hours be changed to 17 hours weekly, effective January 2, 2002 to maintain equitable service levels with other 1-neighbourhood branches.

Branch	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Total Hrs.
Stoney Creek	1-8	10-5	1-8	10-5	Closed	10-5	35
Winona (temp.)	4-8	2-5	4-8	2-5	Closed	1-4	17

Changes to the staff complement will proceed and staff will be moved to their new locations as planned, on the "staff move date." The existing Stoney Creek Branch will be

staffed with the new staff complement for the new branch, effective the day of the staff move. The Winona branch will be staffed with a temporary position (which will not be part of the formal staff complement) until it closes. Cost of this would be up to $10,000 for 4 months. This can be covered by the existing budget.

Future Issues

Stoney Creek

This branch has been planned and staffed as a Neighbourhood - level III branch. However, it is expected to grow rapidly to a community branch size. The initial planning will ensure that the size of the library is consistent with a community branch, but the staffing issue will need to be addressed. This will cost $60,000 - $100,000 in additional staff costs depending upon circulation.

Mount Hope

The committee recommends that the Mt. Hope branch be monitored. The building is in very poor shape.

Waterdown-Millgrove

A new building for the Waterdown community, which possibly provides service to both communities will become a necessity shortly. The Waterdown branch is too small for the level of services expected by the community. Additional staffing to bring this to community branch standards would cost approximately $75,000 although this could rise, dependent upon circulation and demand for other services.

Cost Estimates to Restore Service Hour Reductions

The *Model for Service Hours and Staff Qualifications Report* was based on the principle that the operating costs must stay within the existing staff budget. This resulted in three types of service hour reductions. The costs of re-instating each of these have been estimated separately. In order to be equitable, similar type branches would need to be treated the same and so each option is a package decision. Other priorities such as the need for increased staffing at Stoney Creek and Waterdown as they expand have not been included here.

It must be emphasised that if the Board wishes to pursue any of these packages that considerable work must be done to ensure that these options are actually feasible. Costs were determined by adding additional staff hours to each location. The impact on actual positions (full-time, part-time) would need to be considered, as would all contract and employment standard issues.

Reopen Branches which were closed one day per week.

Branches in the former Hamilton system were closed several years ago because of budget cuts. This report recommends further closure of Wentworth and Dundas locations. If the branches which are closed one day per week are re-opened the cost would exceed **$575,000.**

Branches Affected:

- District Libraries affected: Terryberry, Saltfleet (18.1% of the system's total circulation). Cost would be approximately: $ 160,000

- Community branches affected: Ancaster, Dundas, Concession, Sherwood, Red Hill, Westdale, Kenilworth (37.7% of the system's total circulation). Cost would be approximately $ 210,000

- Neighbourhood III branches affected: Binbrook, Stoney Creek, Valley Park, Waterdown, Barton, Locke, Kenilworth (14.3 % of the system's total circulation). Cost would be approximately $ 200,000.

- Neighbourhood II branches: Carlisle and Lynden. (1.7% of the system's total circulation). Cost would be approximately $34,000.

- Neighbourhood I branches affected: Greensville, Millgrove, Mt. Hope, Picton, Rockton, Sheffield, Freelton, Winona. (4.4% of the system's total circulation.) Cost would be approximately $ 51,000.

Comments:

Branch circulation figures have been provided to give an indication of the levels of use at a location. Our previous experience, as well as that of other library systems, has shown that an increase in hours does not result in higher circulation since the current business spreads out over the hours of opening. The reverse is also true: circulation does not drop with fewer hours.

The cost estimate is based upon the addition of additional staff hours. If the Board wishes to proceed for any of these options, then a more detailed costing would be required, since the staff complement would need to be re-adjusted as the number of full and part time positions at each location would change. Benefit costs are not included.

Increase Hours at Neighbourhood Level III Branches and Kenilworth

The option of providing 42 hours per week of service vs. 35 hours was costed. This brings these branches into line with the community branches. This option requires overlapping shifts at least two days per week and therefore costs are substantially higher than the number of additional service hours would indicate.

Branches Affected: Locke, Barton, Binbrook, Stoney Creek, Waterdown, Valley Park. Cost would in excess of **$200,000.**

Comments:

These branches will all experience reduced hours. Even if their hours are increased to 42 hours, not all branches will regain what was lost. Again the costing is an estimate only and will require further adjustments once it is looked at with respect to the impact on the proposed full-time and part-time hours.

These branches provide 10.8% of the system's circulation vs. 37.7% at the community branches.

Return Service Hours at Neighbourhood I and II Branches to Former Levels.

These branches perform 4.4% of the system's total circulation. In comparison, the Bookmobile Service does 4.5% of system's total circulation. It would be very difficult to provide a few additional hours at several small locations. The Service Requirements Team and the respective branch heads tried to provide more hours of service at these branches in the first two drafts of the Model but found that operational difficulties made this option unworkable. The option of adding staff members who worked for fewer than ten hours per week would cause significant operational difficulties. Other solutions violated contractual

issues and employment standards.   Therefore, this cost underestimates the actual cost of adding more hours to these locations. Total Cost would exceed **$155,000.**

The major increases per branch are broken out below.

- Mount Hope – 28 hours. Cost $20,000
- Millgrove - 24 hours. Cost $10,600
- Rockton –Sheffield. Cost $18,000

Picton – 42 hours. Cost. $67,000

Carlisle – 32 hours. Cost $40,000

Hamilton Public Library

A Model for Service Hours and Staff Qualifications

May 31, 2001

Revised: October 9, 2001

Mandate of the Service Requirements Team

"To determine staffing requirements for all locations and departments and to redeploy available staff to meet the service needs of the organization. The team may choose to recommend hours of operation, staff complement and qualifications for the various types of branches and the various locations."

Members

Beth Hovius, Chair, Service Coordinator, Communications and Community Development

Helen Benoit, Service Coordinator, Youth Services

Karen Cooper, Branch Manager, Terryberry Library

Linda Dobson, Human Resources Assistant

Don Kilpatrick, Head of Public Services

Jane Skeates, Collections Manager

Eileen Thoms, Manager of Human Resources

Ken Roberts, ex-officio

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Part 1: Introduction

The Board is presented with this report *"A Model for Service Hours and Staff Qualifications"* which harmonizes hours and services for the new library system and develops the principles required to build an appropriate staff complement. This report not only realigns service standards among the three former systems but also addresses pre-existing service discrepancies. It is based, in part, on the work of the various transition teams.

This report provides a blueprint for the library system. It should also be noted that the main constraint on service hours is the staff complement. The service hours and staff complement are interdependent, and changes to one affects the other. For example, changes to the service hours of one location, may impact upon its staff complement which in turn may impact upon the staff complement and hence the service hours of another.

Based on decisions made by the Board with respect to this report, the staff complement will be finalized. It may take some time to fully implement all of the details of this report. The Board will be updated about the implementation since the implementation of the service hours will be affected by how quickly the staff complement changes can be made.

Assumptions

Service, including core services, must be provided equitably (i.e. fairly, as opposed to equally) across the system. Previous inequities must be addressed, as well as those identified by the merger of three systems.

Sufficient resources must be allocated to each location to enable the provision of good service. Services must be sustainable.

The cost of the model must not exceed the combined budgets for staff of the three former systems.

The way staff is scheduled must change, as must the processes and ways we do things.

There are currently four different personnel policies. A uniform policy, fair to all staff, will be required.

The staff complement and service hours are interrelated, and significant changes to one will affect the other.

SWOT Analysis of Current Hours and Staff Issues

Strengths

Some changes are possible within current staff complement.

Many staff are highly trained and skilled.

A good core-training program exists which can be built upon.

The public is happy with service at their local branch.

The momentum for change exists. Both staff and public expect more changes and many see change as positive.

Weaknesses

System salary costs will increase because of amalgamation of staff into one bargaining unit. This will result in a reduction of service and service hours.

Some locations are inadequately staffed for current levels of activity while others are underutilized.

Staff qualifications and education are insufficient. The increased need for specialization requires a higher level of skills.

There are too many locations to provide a sustainable library service. This impacts upon collections, staffing, delivery costs, and provision of core services including children's programs. When a location is open only a few hours weekly a significant portion of its operating costs is tied up in "bricks and mortar."

Some locations are not geographically well located to meet the needs of the new city. (e.g. Stoney Creek/ Red Hill/ Saltfleet and Dundas/ Greensville).

Some larger locations with significant capital resources in terms of collections, computers, etc. are closed at a time when their resources should be available to the public.

Some buildings are in poor physical shape, or are too small to provide core services.

The nature of library service is changing particularly with the emphasis on electronic resources. Staff requires formal education appropriate to the level of service they provide and our patrons expect.

Opportunities

Amalgamation of three different organizational cultures requires that some things are done differently.

An amalgamated catalogue provides access to entire collection, thus reducing need for larger collections in small libraries. Rotating deposits can be substituted for base collections "owned" by a branch.

Core children's services will be offered throughout the new City.

The opportunity exists to offer service differently (e.g. self check out).

Municipal Service Centres offer the opportunity to cooperate with other information-based municipal services.

If the Library can meet higher customer expectations, customer satisfaction and the number of customers will increase. Customers expect more help to navigate a wide variety of information resources – both print and electronic.

Threats

The need to ensure staff is capable of providing accurate and timely information services. Poorly informed staff and poorly resourced locations impact negatively upon the Library's image.

Customer satisfaction will decrease if they do not continue to find the same levels of service and collections at their local library. Some customers are increasingly willing to consider other alternatives such as bookstores and the Internet.

The enormous (and increasing) amounts of electronic services threaten our ability to do business.

Customers expect faster and better service.

Competition for staff with advanced education will increase.

In-house training is not a substitute for education and cannot compensate for a minimum standard of education.

The political climate is sensitive.

The decrease in school library service has resulted in increased demand for support for students which the library has difficulty meeting.

Materials budgets are inadequate for the number of locations. The public could become dissatisfied quickly.

Part 2: Staff Qualifications and Related Issues

Today's public libraries are knowledge-based workplaces and the Hamilton Public Library is no exception. The availability of electronic information resources at all locations and the complexity of automated functions have impacted on minimum qualifications for library staff. Staff requires broader general knowledge both to answer complex information questions and to perform increasingly complex and technical support functions. The number of positions required to process and handle materials will continue to decrease. The end result is that increasingly higher levels of education supplemented by ongoing training will be necessary.

This process provides an opportunity to address a variety of staffing issues.

Changes in the staff complement are required now in order to provide core services, (particularly in children's services), at all locations. Each of the three library systems had different methods of scheduling staff, job descriptions and providing core services. These must be blended. Although the process will not be completed until the pay equity/job equity process is finished[1], much of the work must be started now.

The need for ongoing in-house training in such areas as automated services, children's services, general knowledge of library work and information must be addressed. However, in-house training is not a substitute for education in the information economy.

The competition to hire an educated workforce is increasing. The library community has identified the forthcoming shortage of professional librarians as a concern. In a recent article *Trends affecting Libraries, Librarians, and their Associations,*[2] Ken Haycock states, "we are entering a time of extreme challenge to recruit and retain quality staff."

The ability to hire staff at different entry points, based upon educational qualifications is necessary to encourage more applicants at a time when there will be significant competition for staff with additional educational qualifications.

Update: Fall 2001

    1) All updates and comments regarding the staff qualifications are covered in the companion report entitled *Implementation Plan for Staff Qualifications and Staff Complement.*

Principles Guiding the Development of the Staff Complement.

A Commitment to Assisting Staff meet new Expectations

The Library is committed to assisting staff of the three former systems prepare for the changes related to increased educational requirements and different job duties.

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[1] This could take up to two years, as it is dependent upon the City's process.
[2] *Access: the Official Publication of the Ontario Library Association*, Spring 2001, p. 22

Any staff member who expects promotion to a position must meet the educational qualifications, as posted. Staff who do not have educational qualifications are encouraged to begin to obtain them, otherwise further career advancement will not be possible.

The Training and Educational Policies will be amended to ensure equitable access to funding to assist with educational upgrading.

A Commitment to Education

The Library is committed to ensuring that staff has the necessary education to do the job. Educational requirements will be redefined and increased.

Job qualifications will be changed so that there are clear and specific educational requirements for each position. Educational qualifications are necessary for promotion. This is a change from the current practice of the old Hamilton system, which granted equivalencies so that staff could move between categories. Managers have identified these equivalencies as a long-standing problem.

The categories are:

- Librarians: Masters degree in information or library science
- Library Assistants: Bachelors Degree in Arts or Science
- Library Technicians: Library Techniques Diploma
- Information/Clerical: 10 courses of a Library Techniques Diploma completed
- Circulation/Clerical: Secondary School Graduation Diploma (academic).

A Library Techniques Diploma will be required for information work at a PSC 15[3] level or higher. All applicants for these positions will be required to have an LT diploma. Incumbents with an LT diploma will be paid at an appropriate salary in recognition of their qualifications. Incumbents without an LT diploma will continue to be paid at their current salary level, and will not be granted an equivalency. In this latter case, incumbents may apply for a lateral transfer (i.e. within the same salary band) but not a promotion. Staff members who have filled one of these positions temporarily for a period of time (to be determined) will be treated in the same manner.

Ten courses of a Library Techniques Diploma will be required for staff performing information work at a PSC 14 level. Staff at this level will be treated as above.

A Commitment to Public Service

In recognition of the need for well-educated staff to provide excellent information service, the staff complement has been changed to ensure that:

- Librarians or Library Assistants staff the **reference desks** at Central and District libraries.
- Staff working on an information desk must have at least 10 Library Techniques courses (Implementation details described above).

A Commitment to Cost Containment

The proposed staff complement will not exceed the combined budgets of the three existing library systems.

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[3] Hamilton salary band. Equivalent positions will be identified for Wentworth and Dundas.

- The use of part-time positions has increased, to reflect the shift-work nature of library service and the decrease of support functions at branches.

- Job descriptions for public service positions, which perform primarily desk duties, will be developed to ensure that those positions receive appropriate compensation for duties performed.

- During the forthcoming pay equity/ job equity process, the Library must attempt to be consistent with the City's directions, which will include broad banding. The advantage of broad bands is two-fold: it provides more flexibility to adjust job duties between staff in a department, and it reduces disruption resulting from the bumping process. In preparation for this, new and revised job descriptions will be written more generically.

- Where practical, departmental staff working for the same manager will be combined and treated as one unit for scheduling purposes, (e.g. Central 2, 3 and Special Collections; Central 4 and 5). This will provide more schedule flexibility, reduce call-in and enable projects and peak workflows to be better distributed.

- When possible, cost-containment practices have been identified. Although some of these generate only small savings on an individual basis, in total, they contribute to the bottom line This is necessary to ensure that there are sufficient funds to meet these principles and recommendations.

A Commitment to Staff Safety

Many neighbourhood libraries are currently staffed by only one person. This has been identified as a safety issue. Changes to the staff complement will ensure that there is sufficient casual staff to ensure that a second person is available in the building when a staff member is scheduled to work alone. This commitment to two people to be present at all times when a library is open, is expensive and will make these locations more expensive to operate. Other ways of providing services to these communities will be investigated.

A Commitment to Strengthening Professional Skills

The role of the professional librarian is being redefined in today's complex information environment, and the professional skills of librarians will be crucial to the future success of the Hamilton Public Library. The opportunity to increase and enhance skills will be offered to librarians through an ongoing training and development program.

To facilitate this, a participative process will be established to determine how to identify and enrich the role of librarians within the Hamilton Public Library system. There will be a process to identify training needs and assignment of resources to meet them.

Librarians will be expected to play an increased leadership role. For example, a number of branch librarian positions will be created which will provide employment experience enabling librarians to develop skills for promotion.

The forthcoming shortage of librarians will impact on the Hamilton Public Library. The library must encourage other staff to obtain professional degrees.

A Commitment to Training

The Library recognizes that education is not a substitute for ongoing training. In order to strengthen its commitment to training, the library will develop a comprehensive training plan to develop and enhance staff skills. The Library also recognizes that there are some areas in which staff will require continuous training and retraining (e.g. computer systems) at the employer's expense, and that sufficient ongoing funds must be available for this.

This will be accomplished by the following initiatives:

- The Training and Education policies will be re-written to support, and further develop, this philosophy.

- The Library will use funds received from the Transition process to assist with related costs.

- The Special Gifts fund will be approached for additional funds to support a comprehensive three-year training initiative.

- The staff complement will ensure that there is sufficient time allotted to enable staff to schedule and attend training sessions.

Part 3: Service Hours

Principles

The proposed hours of opening for each location were developed based on a consideration of many factors and principles. In order to provide service equitably some branch libraries will be more affected than others.

Number of Hours Per Week

Type (tier)[4] of library – Central, District, Community, and Neighbourhood.

Unique building constraints, e.g. attached to a recreation centre.

Sensitivity to community needs, e.g. distance to other libraries, demand for core services.

Previous and projected use.

Hours which are consistent and easy to communicate.

Future sustainability, including the ability to staff a location within the bounds of legislated and negotiated constraints.

Evenings, Weekends and Closed Days

The Central Library and the district libraries (Terryberry and Saltfleet) will be open 4 nights per week including Mondays.

Sunday service will be offered seasonally at Central, Terryberry and Saltfleet. There is an alternate service proposal, for Sunday service at Dundas.

Each library, except Central, will be closed one day per week (Monday or Friday).[5]

Days/evenings closed will be adjusted so that neighbouring urban libraries are not closed at the same time.

Since Friday is the least busy day most locations will be closed on Friday. If a library is open on Friday, it will be closed Monday. No library will be open Friday evening. This also facilitates staff training.

Once these constraints are met, a branch's service hours will reflect the previous service hours when possible.

Neighbourhood Libraries

Neighbourhood libraries were further subdivided into three groups for descriptive purposes based on patterns of use and future prospects for growth. The provincial average circulation of 30 items per hour for rural libraries was used to assist in determining the appropriate number of hours open in the outlying areas. Urban neighbourhood libraries are expected to have a higher circulation per hour because of their larger population base.

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[4] Defined in the Library Task Force to the Transition Board Report, entitled *Gathering Strength - Foundations for Public Library Service in our New City*. June 2001

[5] We tried to open the District Libraries on Fridays but found that this was not possible within the budget. Staff costs will increase because standards such as the Employment Standards Act and Union Contract must be followed. Salary costs will also eventually increase because of pay/job equity.

Proposed Service Hours

Central Library

Central Library								
	Monday	Tuesday	Wed.	Thursday	Friday	Saturday	Sunday	Hrs.
Central	9 – 9	9 - 9	9 - 9	9 - 9	9 - 6	9 - 5	1 - 5	69

2) The Central Library opens Monday evenings (at no additional staff cost).

3) Sunday hours are seasonal from September – April.

District Libraries

District Libraries								
	Monday	Tues.	Wed.	Thurs.	Fri.	Sat.	Sunday	Hrs
Terryberry	10 – 9	10 – 9	10 – 9	10 – 9	Closed	10 - 5	1 – 5	55
Saltfleet	10 – 9	10 – 9	10 – 9	10 – 9	Closed	10 – 5	1 – 5	55

1) Terryberry opens Monday mornings.

2) Saltfleet closes on Fridays, but opens Sundays.

3) Sunday hours are seasonal – from Sept. to April.

Community Libraries

Community Libraries								
	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Sun.	Hrs
Ancaster	10 – 9	10 – 9	10 – 9	10 – 9	closed	10 – 5		51
Dundas	closed	10 – 9	10 – 9	10 – 9	9 – 6	10 – 5		48
Sherwood	10 – 9	10 – 6	10 – 9	10 – 9	closed	10 – 5		48
Westdale	10 - 6	10 – 9	10 – 6	10 – 9	closed	10 – 5		45
Concession	closed	10 – 8	10 – 6	10 – 8	10 – 6	10 – 5		43
Red Hill	closed	10 – 8	10 – 6	10 – 8	10 - 6	10 – 5		43
Kenilworth	10 – 6	12 – 8	10 – 6	12 – 8	closed	10 – 5		39

1) The range of open hours in this group is a function of use and historical patterns. The different closure times (8 p.m. vs. 9 p.m.) recognizes the different needs of urban and suburban communities.

2) Kenilworth's hours, at 39 hours per week, represent overlapping 7- hour staff shifts. If more hours were offered, additional staff would be required.

3) The opening and closing times of the former Hamilton branches were adjusted to ensure consistency.

4) Sherwood is open an additional morning, at no additional staff cost.

5) Westdale's closed day was changed to Monday, to reflect community concerns. This also ensures that neighbouring libraries are closed on different days.

Update: Fall 2001

1) It was decided that Dundas would close Mondays instead of Westdale. This will provide a large library which is accessible to Flamborough, Ancaster and Dundas residents on Fridays. It is hoped that Dundas will be able to open Sundays (dependent upon the Greensville option) since this will make the Monday closure more palatable for Dundas residents. Westdale's hours will be maintained to minimize community disruption, as Monday is their busiest day.

2) Sherwood's will be open on Monday evening, instead of Tuesday as previously indicated.

Neighbourhood Libraries

It was very difficult to determine appropriate hours and staffing for the neighbourhood libraries. **Appendixes A and B** summarize some of the background information including condition of the buildings and circulation that was used to determine service levels.

The neighbourhood branches were divided into three service levels based on the anticipated differences in services required by their communities. While some of the proposed hours are a significant departure from past practice, every effort has been made to provide equitable service to communities where library usage is similar.

The proposed service hours are only one indication of when services are offered. Because of space limitations and service disruption, programs such as preschool storytimes and class visits are offered when the branch is closed. Experience has found that these are best offered in the morning, which is the time when these libraries are the least likely to be used if open.

Staffing Issue: As the principles for the staff complement indicated staff safety is an issue and the Library is committed to ensuring safety of all staff. The proposed model, which requires two people to be present at all times when a library is open, is expensive and makes existing locations more expensive to operate. It particularly impacts on those locations with low circulation and makes it increasingly necessary to offer service differently in some communities. Therefore, service alternatives are presented for Rockton, Sheffield and Greensville, in addition to the ones identified for the 2001 budget, for the Board's consideration.

Level I

The prime role of these branches is to provide access to the collections. They generally circulate under .35,000 items annually and currently are staffed by one person. These branches will be open 17 hours weekly spread over 5 days per week. As mentioned above, children's services will take place during closed hours because of space constraints. This is consistent with Wentworth Libraries past practice.

Neighbourhood – Service Level I

Branch	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Hrs.
Mount Hope	2-5	2-8	2-5	2-8	Closed	Closed	17
Millgrove	2-5	4-8	2-5	4-8	Closed	10-1	17
Picton	3-6	3-8	3-6	3-6	Closed	2-5	17
Freelton	4-8	2-5	4-8	2-5	Closed	2-5	17
Greensville	4-8	2-5	4-8	2-5	Closed	2-5	17
Rockton	2-5	5-8	2-5	5-8	Closed	2-5	15
Sheffield	5-8	2-5	5-8	2-5	Closed	Closed	12

1. Branch staff works at two locations on Saturdays. Shared branches for Saturday coverage are: Millgrove-Freelton, Rockton-Lynden-Greensville although staff may be expected to work at other locations within their cluster. The hours assume a 30-minute lunch break, plus travel time. If this is not negotiated, then the afternoon hours will become 2:30 – 5:30

2. Two branches will be closed on Saturday. Sheffield's closure enables Rockton and Lynden to share Saturday coverage. Mt. Hope's hours are geared to the needs of the many home schoolers in this community.

3. The Rockton staff person will provide support functions for Sheffield such as banking. The hours have been arranged so that the staff of these two branches will cover for each other if there are schedule problems.

4. The hours for Rockton, Sheffield, and Grensville are the hours that these branches will be open if the service alternatives recommendations are not accepted.

Update: Fall 2001

1. Picton branch hours were adjusted to meet the needs of after-school service for local children. The branch will be open Saturday afternoon which is the busiest time for this location.

2. Branch clusters will be rearranged to follow a geographical division, effective January 2002. Cluster A will include Binbrook, Stoney Creek, Valley Park, and Mt. Hope. Cluster B will include Carlisle, Freelton, Millgrove, Waterdown, and Barton. Cluster C will include Lynden, Greensville, Rockton-Sheffield, Picton, and Locke.

Level II

These branches are busier than the Level I branches and demand for children's services is higher. They circulate up to 50,000 annually and thus require more hours and staff. They will be open 24-32 hours per week. These additional hours are possible at these locations because a staff person from Carlisle and Lynden will split their time between the branch and the other branches in the cluster to provide children's services.

Neighbourhood – Service Level II

Branch	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Hrs.

Carlisle	2-8	2-8	2-8	10-5	Closed	10-5	32
Lynden	2-8	2-8	2-8	2-5	Closed	10-1	24
Combined Rockton-Sheffield	2-8	2-8	2-8	2-5	Closed	2-5	24

1. Lynden and Rockton continue to share staff on Saturday.

2. The Rockton-Sheffield hours presented here are those proposed for a combined facility.

Level III

These branches, which circulate 50,000 – 125,000 annually, are open 35 hours weekly (one staff shift per day). Two staff will be required for most of these branches for most of the hours these branches are open because of the circulation. Casual staff will be budgeted to ensure that a staff member does not work alone when this is not feasible. Two of these branches, Stoney-Creek-Winona and Waterdown, will likely become Community level branches very quickly and require additional staff. The rapid residential growth near Binbrook and Valley Park has been considered in the staffing of these branches. Barton Library will continue its tradition of services to children in an inner-city neighbourhood.

Neighbourhood – Service Level III

Branch	Mon.	Tues.	Wed.	Thus.	Fri.	Sat.	Hrs
Barton	1-8	10-5	1-8	10-5	Closed	10-5	35
Binbrook	1-8	10-5	1-8	10-5	Closed	10-5	35
Stoney-Creek-Winona	1-8	10-5	1-8	10-5	Closed	10-5	35
Locke	10-5	1-8	10-5	1-8	Closed	10-5	35
Valley Park	2-8	10-8	2-8	2-8	Closed	10-5	35
Waterdown	10-8	10-8	10-8	10-8	Closed	10-5	47

1. The different evening hours reflect historic patterns.

2. Waterdown has more hours because of distance, historic patterns, and community growth. Also since the Waterdown building is too small, use must be spread through more open hours.

Update Fall 2001

1. The Support for a merged Winona-Stoney-Creek branch continues. See implementation plan for details.

Service Alternatives

The Service Requirement Team examined many service alternatives and is bringing the board recommendations for the Board's consideration. Some of the alternatives

have already been incorporated into the 2001 budget, while the rest are mentioned here for the first time.

Some service alternatives could strengthen the Library system. As the SWOT analysis indicates, if all library locations remain open as is, the sustainability and viability of the new library system are affected. As staff costs increase, the sustainability of current services will become exceedingly difficult. While the local impact of these recommendations should not be minimized (and must be sensitively handled), it is important to look these from a broader perspective since more people could be positively affected by these recommendations.

The Transition Board identified three libraries for potential closure – Picton, Sheffield and Stoney Creek. The 2001 City budget deliberations included plans for both Picton and the Stoney Creek-Winona branches.

Picton

This report assumes that Picton will stay at the same location and offer services similar to other neighbourhood branches. However, staff will follow the Board and City's mandate to investigate other service alternatives for this branch in 2001 in addition to these changes. The development and implementation of an alternative service plan will take some time. Meanwhile the changes outlined in this report align this branch's services to that of the other neighbourhood branches.

Picton is located in a rented facility 1.5 km. from the Central Library. Picton's current operating budget is very high ($200,000+) in comparison to other neighbourhood libraries. Direct bus service links this community of 6,000 residents to the downtown. The Bookmobile visits the seniors' buildings located in this neighbourhood. Picton residents use Barton and Central, but the reverse is not true.

Staff will continue to work on a plan to deliver targeted services to the north end/Picton community, which could include services for children such as after school and preschool services and could be delivered with a community partner in order to address concerns about service to children.

Update: Fall 2001

1) The committee reviewed Picton's service hours and adjusted them to provide more after-school service for children, in response to community concerns.

Stoney Creek/ Winona

A new Stoney Creek branch will be established in the Stoney Creek City Hall, 4 km. east of the Saltfleet branch, which will provide a well-located library branch to serve the fast growing east-end community. It is expected that this branch will be very well used and will quickly grow to Community branch status. This will replace the existing Winona and Stoney Creek branches.

The community has enthusiastically received these plans. The service hours for the new branch are listed above. Service alternatives such as bookmobiles and Visiting Library Services will be provided for the seniors in the former Stoney Creek area. There are plans to initiate discussions with Grimsby Public Library to establish a reciprocal borrowing agreement (same as Burlington) and which would be very beneficial to some parts of this community.

Update: Fall 2001

1) The community supports this new branch. It is currently planned as a neighbourhood branch, but the committee is concerned that demand for service in this location will require that it quickly move to

community branch status. As a result, efforts are being made to ensure that the space allocation for the Library is sufficiently large to support a community branch.

Rockton/ Sheffield

Serious consideration should be given to consolidating Sheffield and Rockton library services at the Rockton Library, so that additional service hours may be provided to these communities.

The proposed service hours for a joint facility as well as for each branch is provided above.

Sheffield is located in a portable building on Board of Education property. The school was slated for closure in 2001, but subsequently won a reprieve. Since the children are bussed, there is very little after-school use of the library. The Library accesses support systems from the school such as well water. The already low circulation (<17,000 items annually) continues to drop (2000 – 9 %; January – March, 2001 – 11%). The circulation at Rockton is also very low (<19,000 annually).

It is now possible to offer other service options to this community. For example, the bookmobile is considering plans to start visiting the seniors' trailer park located just north of Sheffield (and which will cause Sheffield's circulation to drop further). It would be possible to arrange for the bookmobile to stop in the village. There are plans to initiate discussions with Cambridge Public Library to establish a reciprocal borrowing agreement, which would be very popular. During the amalgamation process Sheffield residents wanted to be amalgamated with Cambridge instead of Hamilton because of this proximity. In addition, Sheffield is only a 5-minute drive from Rockton.

If these branches are consolidated, more hours (and a better browsing collection) could be offered at Rockton. This would be more convenient for residents than two branches each with very limited service hours and would likely result in increased use. If combined, the circulation would be the same as that of the other Level 1 neighbourhood libraries.

Since the portable building is owned, it will be investigated as to whether it feasible to move it to another location such **Lynden** to replace that branch which not only is too small (700 ft.^{2}) but has recently been sold.

These changes will reduce operating costs, which are expected to rise significantly because of the increased staff costs.

Update: Fall 2001

1)   See Implementation Plan for further information.

Dundas/ Greensville

Serious consideration should also be given to closing the Greensville branch and opening the Dundas Library on Sundays (1 – 5 p.m., September to April).

The plan is to improve services at the Dundas Library so that it will become a District Library to serve this end of the city, similar to Terryberry and Saltfleet. As a District Library it should be open on Sundays. Sunday service at Dundas would be extremely popular and well used by both Greensville and Dundas residents. It can only be offered if additional a source of funds is found.

Since amalgamation, the 3,300 Greensville residents have been able to use Dundas Library free of charge. The demand for children's programming in the Dundas area is very high, and could be better met through one facility. Greensville residents must

travel to Dundas to access other services, since there are few facilities in Greensville itself.

This recommendation reduces operating costs, even though there will be increased staff costs related to staffing Dundas on Sundays. Greensville's operating costs are expected to rise significantly not only because of increased staff costs but also because of the lease.

Update: Fall 2001

1) See Implementation Plan for further information.

Municipal Service Centres

The City of Hamilton proposes to establish Municipal Service Centres in the following locations:

o Ancaster
o Dundas
o Stoney Creek
o Glanbrook
o Waterdown (at a later date)
o Mountain (Sackville Hill)

These Centres will provide access to city services such as building permits, dog licenses, tax payments, etc. There is an opportunity to share facilities with these centres in Ancaster and Stoney Creek. City staff will provide regular service hours while Library staff could provide some after-hours assistance if required. This must be further discussed.

Sunday and Seasonal Schedule Issues

Sunday Service

Locations open Sundays: Central; Terryberry; Saltfleet; Dundas (dependent upon Greensville decision.)

Dates: Continue to open Sundays from September after Labour Day to the end of April, with some December closures, as per current schedule.

Implementation: Central and Terryberry will continue to be open as scheduled in 2001/2002. Saltfleet Library will open Sundays when the staff complement changes have been implemented, likely in January 2002. The Dundas opening is contingent upon Greensville as well as changes to the staff complement.

Update: Fall 2001

1) Sunday service at Saltfleet will begin in September 2002.

Summer Hours

Summer hours will be discontinued, after 2001, since the proposed changes to the service hours means that these reductions are no longer necessary for budget purposes. Consistent hours throughout the year provide better service.

Appendix A: A Snapshot of the Neighbourhood Branches (May 2001)

Barton – a newly renovated inner city branch of approximately 6,000 sq. ft. It is expected that its use will remain constant as long as there is continued outreach to the community. Services to children will remain a prime role for this branch.

Binbrook – The building is new and in good shape. Binbrook is a fast growing community with 3 new surveys scheduled to begin construction in 2001. Although one person currently runs this branch, additional staff will be required to assist with the growing circulation.   Although circulation dropped by 7% in the first quarter of 2001 this is temporary because physical access to the library has been limited because of sewer construction.

Carlisle – a well-used library poised for continued growth. Residents east of Highway 6 use it because it is difficult to cross the highway to get to the Freelton branch. The building is a portable. Carlisle has well-attended preschool programs.

Freelton – a new building, west of Hwy 6. Circulation has dropped because of neighbourhood demographics. Staff reports that Hwy 6 is a barrier to its use. There appears to be little demand for preschool programs but efforts will be made to promote children's services and the library itself. Freelton dropped 16% in the first quarter of the year.

Greensville – is located in a plaza just off of Highway 8, above Dundas. The lease has expired.

Locke – the CIBC has donated the former bank branch on Locke and Herkimer for use as a library. This building is slightly larger than the existing facility. Locke's circulation dropped 13% in the first quarter.

Lynden – This is the smallest branch with only 700 sq. ft. but an annual circulation of close to 50,000. The building has just been sold.

Millgrove – This older portable building shows signs of wear. It has experienced a drop in use (-8%).

Mount Hope – Much of the circulation can be attributed home-schoolers, and so the proposed hours were selected to meet these unique needs. Since amalgamation, some customers have shifted to Terryberry and circulation has dropped 13% in the first quarter.

Picton – See service alternative.

Sheffield and **Rockton** – See service alternative.

Stoney Creek/ Winona – See service alternative. It is expected that the proposed new branch will grow to "community branch" status in the new location. The existing Stoney Creek building is very close to both Red Hill and Saltfleet. It is in very poor shape. The Winona branch, which is not well located for future growth, has been sold.

Waterdown – A very busy branch in a historic building, will soon require relocation in order to meet community demand.   Waterdown will grow quickly to "community branch" status if it relocates. At that time a joint Waterdown – Millgrove facility should be considered.

Valley Park – This branch is located in a recreation centre in upper Stoney Creek. It is expected that growth will continue to occur.

Appendix B: Current and Proposed Service Hours and Circulation per Hour

Location	2001 Projected circ	Current Situation hrs./wk	circ/hr	Proposed Situation hrs./week	circ/hr.	
District and Community Branches						
Terryberry	651532	53	246	55	237	
Sherwood	424220	46	184	48	177	
Westdale	273184	43	127	45	121	
Red Hill	272324	43	127	43	127	
Dundas	302296	56	108	48	126	
Concession	223344	43	104	43	104	
Ancaster	258700	62	83	51	101	
Kenilworth	189500	42	90	39	97	
Saltfleet	173304	57	61	55	63	
Neighbourhood Branches						
I						
Greensville	29436	18	33	17	35	
Mi ve	28292	24	24	17	33	
Mount Hope	34012	27	25	17	40	
Freelton	27152	18	30	17	32	
Picton	56688	42	27	17	67	
Sheffield	17044	17	20	12	28	stand-alone facility
Rockton	19320	17	23	17	23	stand-alone facility
Winona	24296	24	20			stand-alone facility
Stoney Creek	88912	51	35			stand-alone facility
II						
Carlisle	51860	32	32	25	41	
Lynden	42176	24	35	24	35	
Rockton/Sheffield	36364			24	30	proposed combined facility
III						
Barton	92632	44	42	35	53	
Locke	124464	43	58	35	71	
Waterdown	146676	54	54	47	62	
Binbrook	57380	42	27	35	33	
StCreek-Winona	113208			35	65	proposed combined facility
Valley Park	73108	40	37	35	42	

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Hamilton Public Library

Growing minds.
Growing community.

Memo

To: Anne Gravereaux, Board Chair

From: Don Kilpatrick, Head of Public Service

CC: Library Board Members

Date: October 11, 2001

Re: Quarterly Circulation Statistics

RECOMMENDATION:

That the quarterly circulation statistical reports for the periods April 1 – June 30 and July 1 – September 30, 2001 and the cumulated circulation statistics for January 1 – June 30, and January 1 – September 30, 200, be received for information.

BACKGROUND:

The reports indicate an overall decline in circulation for all periods reported. It is difficult to pinpoint specific reasons for this decline although it appears that this trend is common in many public libraries. We do know for example that magazines are not being borrowed in some former Wentworth branches to the extent they were before amalgamation. With amalgamation the loan period decreased from two weeks to one week and patrons are perhaps reluctant to borrow as many items as they once did for fear of incurring fines. On the positive side, the Summer Reading programs were most successful and any circulation increases for the July – September period are probably attributable to this program.

The reports do not reflect activity in other areas such as Internet use and accessing electronic databases.

HAMILTON PUBLIC LIBRARY

Quarterly Circulation Statistics
Period of April 1 – June 30, 2001

SYSTEM TOTALS	2001	2000
CIRCULATION *	1,102,738	1,160,714
TOTAL HOLDS PLACED	135,406	103,601
TOTAL HOLDS FILLED	115,597	87,221
TOTAL PATRONS REGISTERED	6,881	N/A

CIRCULATION BY LOCATION	2001	2000
CENTRAL	239,169	245,241
ANCASTER	57,683	59,547
BARTON	20,273	21,670
DIAL PAC	4,517	N/A
BINBROOK	11,627	13,491
BOOKMOBILES	49,761	54,780
CARLISLE	10,867	10,500
CONCESSION	47,085	52,098
DUNDAS	65,762	67,384
FREELTON	5,276	6,117
GREENSVILLE	6,448	7,201
KENILWORTH	38,377	41,233
LOCKE	27,456	29,443
LYNDEN	8,324	10,207
MILLGROVE	5,894	7,113
MOUNT HOPE	7,082	7,346
PICTON	11,487	13,076
RED HILL	54,376	58,762
ROCKTON	3,740	4,309
SALTFLEET	55,942	55,692
SHEFFIELD	3,155	3,380
SHERWOOD	91,028	99,477
STONEY CREEK	13,241	17,034
TERRYBERRY	143,050	147,487
VALLEY PARK	15,993	16,522
VLS	8,164	7,908
WATERDOWN	30,322	32,899
WESTDALE	61,459	65,239
WINONA	4,884	5,558

Circulation by location will not equal the system circulation figure. The Talking Book Room & Wentworth Headquarters does a small amount of circulation which is included in the total, but is not meaningful enough to report as a separate location.

HAMILTON PUBLIC LIBRARY

Quarterly Circulation Statistics
Period of July 1 – September 30, 2001

SYSTEM TOTALS	2001	2000
CIRCULATION *	1,183,112	1,223,155
TOTAL HOLDS PLACED	145,635	108,048
TOTAL HOLDS FILLED	118,512	88,391
TOTAL PATRONS REGISTERED	8,142	N/A

CIRCULATION BY LOCATION	2001	2000
CENTRAL	237,833	242,070
ANCASTER	65,079	65,162
BARTON	23,686	25,107
DIAL PAC	3,641	N/A
BINBROOK	14,580	15,132
BOOKMOBILES	41,876	54,028
CARLISLE	13,391	12,440
CONCESSION	51,742	57,456
DUNDAS	74,194	75,345
FREELTON	6,125	6,399
GREENSVILLE	6,367	7,064
KENILWORTH	45,296	47,073
LOCKE	28,878	30,624
LYNDEN	9,816	10,660
MILLGROVE	6,782	7,990
MOUNT HOPE	8,770	8,571
PICTON	11,314	14,424
RED HILL	57,904	59,939
ROCKTON	4,552	4,784
SALTFLEET	67,306	66,325
SHEFFIELD	4,106	4,083
SHERWOOD	100,462	108,095
STONEY CREEK	13,894	16,537
TERRYBERRY	159,222	156,351
VALLEY PARK	16,146	14,479
VLS	5,495	6,411
WATERDOWN	35,621	34,739
WESTDALE	63,013	66,826
WINONA	5,903	5,041

* Circulation by location will not equal the system circulation figure. The Talking Book Room & Wentworth Headquarters does a small amount of circulation which is included in the total, but is not meaningful enough to report as a separate location.

HAMILTON PUBLIC LIBRARY

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Cumulated Circulation Statistics
Period of January 1 – June 30, 2001

SYSTEM TOTALS	2001	2000
CIRCULATION *	2,343,679	2,416,540
TOTAL HOLDS PLACED	283,562	197,592
TOTAL HOLDS FILLED	233,715	176,734
TOTAL PATRONS REGISTERED	16,480	N/A

CIRCULATION BY LOCATION	2001	2000
CENTRAL	515,699	522,400
ANCASTER	121,995	124,222
BARTON	42,478	44,828
DIAL PAC	10,783	N/A
BINBROOK	25,005	27,836
BOOKMOBILES	97,909	105,402
CARLISLE	23,837	23,465
CONCESSION	98,204	107,934
DUNDAS	137,273	142,958
FREELTON	11,007	12,905
GREENSVILLE	13,858	14,560
KENILWORTH	81,196	88,608
LOCKE	54,641	60,559
LYNDEN	18,323	20,751
MILLGROVE	12,427	14,186
MOUNT HOPE	14,490	15,849
PICTON	25,112	27,248
RED HILL	116,891	126,843
ROCKTON	8,367	9,139
SALTFLEET**	123,512	99,018
SHEFFIELD	6,937	7,641
SHERWOOD	197,216	205,532
STONEY CREEK	27,210	39,262
TERRYBERRY	305,115	310,370
VALLEY PARK	34,262	34,799
VLS	15,403	15,301
WATERDOWN	65,808	69,568
WESTDALE	127,376	133,535
WINONA	10,519	11,632

* Circulation by location will not equal the system circulation figure. The Talking Book Room & Wentworth Headquarters does a small amount of circulation which is included in the total, but is not meaningful enough to report as a separate location.
** Saltfleet figures affected by move in Jan/Feb 2000

HAMILTON PUBLIC LIBRARY

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Cumulated Circulation Statistics
Period of January 1 – September 30, 2001

SYSTEM TOTALS	2001	2000
CIRCULATION *	3,526,791	3,639,695
TOTAL HOLDS PLACED	429,197	305,640
TOTAL HOLDS FILLED	352,227	265,125
TOTAL PATRONS REGISTERED	24,622	N/A

CIRCULATION BY LOCATION	2001	2000
CENTRAL	753,532	764,470
ANCASTER	187,074	189,384
BARTON	66,164	69,935
DIAL PAC	14,424	N/A
BINBROOK	39,585	42,968
BOOKMOBILES	139,785	159,430
CARLISLE	37,228	35,905
CONCESSION	149,946	165,390
DUNDAS	211,467	218,303
FREELTON	17,132	19,304
GREENSVILLE	20,225	21,624
KENILWORTH	126,492	135,681
LOCKE	83,519	91,183
LYNDEN	28,139	31,411
MILLGROVE	19,209	22,176
MOUNT HOPE	23,260	24,420
PICTON	36,426	41,672
RED HILL	174,795	186,782
ROCKTON	12,919	13,923
SALTFLEET**	190,818	165,343
SHEFFIELD	11,043	11,724
SHERWOOD	297,678	313,627
STONEY CREEK	41,104	55,799
TERRYBERRY	464,337	466,721
VALLEY PARK	50,408	49,278
VLS	20,898	21,712
WATERDOWN	101,429	104,307
WESTDALE	190,389	200,361
WINONA	16,422	16,673

*Circulation by location will not equal the system circulation figure. The Talking Book Room & Wentworth Headquarters does a small amount of circulation which is included in the total, but is not meaningful enough to report as a separate location.
** Saltfleet figures affected by move in Jan/Feb 2000

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Hamilton Public Library

Growing minds.
Growing community.

Memo

To: Anne Gravereaux, Hamilton Public Library Board Chair

From: Ken Roberts, Chief Librarian

c.c. Library Board Members

Date: October 11, 2001

RE: Education Policy and Implementation Plan

Recommendation
That the Hamilton Public Library Board adopt the proposed Education Policy and Implementation Plan, pending Council acceptance of the Hamilton Public Library Board proposals regarding the OMERS surplus.

Background
The <u>Model for Service Hours and Staff Qualifications</u>, adopted in principle by the Hamilton Public Library Board last June, includes a commitment to education and to the qualifications required to maintain library services as expectations and capabilities increase with the advent of an increasing number of complex electronic resources.

We have consulted with the library's legal counsel and have made several changes and additions to the proposed policy. It is the opinion of our legal counsel that the proposed policy meets all reasonable benchmarks and that, from a legal perspective, is completely defensible. From a service standpoint, the proposed policy allows us to keep pace with the rapid changes that are taking place within our profession and that are extremely well documented.

A few short years ago, the Hamilton Public Library used a hierarchical approach to the delivery of reference and information services. Staff knew the content, capabilities, and limitations of the paper resources housed within the walls of their service locations. They knew that they could contact staff at the Central Library to answer in depth reference concerns. Staff knew, for example, that that branch locations did not house extensive phone book collections and routinely called Central to obtain phone numbers from other provinces and countries. Now, phone books from around the world are available, through electronic resources, in all library locations. We are increasingly moving from a hierarchical model to a more diffuse one. The successful delivery of quality information and reference services will increasingly require a combination of internally provided training and externally provided qualifications.

As well, we anticipate that technological advances in areas such a self-check out will allow the library system to move staff to positions that require more qualifications. This policy allows liberal funding and notice to allow staff as they make their personal decisions regarding their own future prospects within the library system.

The OMERS surplus has been identified as the source of funding for this policy.

45 – 3 Education Policy

Purpose: The education policy applies to all courses related to the required formal educational qualifications. These include formal degrees and diplomas granted by a recognized educational institution as well as the individual courses which a job description may require.

Formal educational qualifications are externally established and monitored and are directly transferable from one employer to another. The educational institution determines any exemptions or challenges to their course requirements.

Courses required for promotion are the responsibility of the employee. Opportunities for advancement without meeting the formal educational qualifications may be increasingly limited. Staff interested in a long-term career with the Library should be prepared to develop a plan for their own learning. Generally there are two promotion routes within the library:

- The Library Technician diploma, which enables staff to provide information service, to work in the Collections Access and Management department, and to provide children's programming at district, community and neighbourhood branches. This diploma enables staff to progress to the top of the LT salary scale.

- The Bachelor of Arts or Science /Master of Library and Information Science route which enables staff to provide advanced information service, oversee children's services and plan and develop services. Staff with a BA degree may wish to pursue a Masters of Information and/or Library Science on a full or part-time basis.

Formal educational courses are taken on the employee's own time. Generally, tuition costs may not exceed those of the local college or university.

Use of Library Equipment: The Library allows the use of designated computer equipment and the network for the purpose of completing these courses on an employee's own time and when the location is staffed.[1] A written request must be received indicating when the course will start/ end to the employee's Manager. If there is demand, time in one of the public training labs will be reserved for staff. Additional software is neither purchased by the library, nor may it be installed by an individual on library computers. See: Computer Use Policy for further information.

Payment of other expenses: The Library does not pay for textbooks, computer software, or travel expenses for formal educational courses.

Time-Limited Implementation Policy for Current Employees

When formal educational qualifications are required for the incumbent's job the Employer will pay for the incumbent to take the necessary courses to meet changed qualifications within a predetermined time period. After the time period expires, the incumbent is responsible for payment of remaining required courses.

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[1] Staff may work at a location only during those times which are defined by the location's flextime guidelines.

Employees hired after January 1, 2002 are responsible for their own educational costs.

Incumbents, of Positions as of October 17, 2001

This section applies from September 2001 to December 31, 2006, ONLY. After December 31, 2006, this section of the policy no longer applies.

The employer will pay the following educational course costs until December 31, 2006 for all permanent staff members, employed by the Library on December 31, 2001.

For the purpose of this policy incumbents are defined as: incumbents for one year or longer of those public service positions which require additional educational qualifications, and persons deemed to be incumbents because they have previously worked in a position at this level for one year or longer, and those persons who have bumped from a higher salary band into a re-described position which require these qualifications.

Incumbents of positions requiring new educational qualifications:

- Incumbents (as of October 17, 2001) of a public service position which now requires an LT diploma: the employer will pay 100% of each successfully completed LT course credit to a maximum of 24 courses, for all courses completed by December 31, 2006.

- For incumbents (as of October 17, 2001) of a Librarian Assistant position who do not have a BA, the employer will pay up to 100% of five (5) successfully completed full course credits at the university level.

- For incumbents (as of October 17, 2001) of a public service position which requires 10 LT course credits, the employer will pay for 100% of each successfully completed LT course credit to a maximum of ten (10) courses from the HPL-approved list of courses, listed in Appendix A for all courses completed by December 31, 2006.

For persons taking courses for the purposes of promotion:

If a full-time or permanent part-time employee[2] or an employee who has been laid off as the result of the 2001-2 staff redeployment wishes to obtain formal educational qualifications for the purposes of promotion, it is his/her responsibility to take the necessary courses. However, until December 31, 2006 the Library will provide some financial assistance; after that date educational costs will be the responsibility of the employee.

The Library will pay, upon successful completion:

- Up to 75% of 10 full-credit Library Techniques diploma courses, or 5 full-credit Bachelor or Arts/Science courses, or 5 full credit MLS/ MLIS (at a rate not exceeding a BA course) courses per person.

- This is subject to the following limitations:

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[2] Reserve, temporary and probationary employees are excluded from this policy.

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- Employees must choose to work on either an LT diploma or a BA degree. The employer will not pay for both LT and BA courses for the same employee.

- Only those Library Techniques courses approved by the Hamilton Public Library and indicated by Bold type in Appendix A are eligible for this job description requirement and funding assistance provided by the library.

Formal Educational Qualification Records

A record of all formal educational qualifications will form part of the official confidential HR record of each employee. This information may be accessed by the managers in the performance of their duties and in the selection process. Aggregate reports may be prepared for administrative purposes.

It is the responsibility of the individual staff member to submit an official transcript from a recognized educational institution to indicate that he/she has obtained any necessary qualifications for promotion. Incomplete information may disqualify an applicant from a job competition.

If an applicant is deemed unqualified for a position because of a lack of academic qualifications, a letter will be placed in his/her HR file and he/she will no longer be considered for further similar job openings unless her academic qualifications change.

Course Exemptions and Transfers

An employee may challenge[3] a course to obtain an exemption or credit based upon such criteria as job or life experience, or previous courses from another institution. The Library will pay 75% (100% for incumbents) of the cost of a successful challenge in lieu of payment of tuition, as described above.

Procedure:

To obtain **financial remuneration**, the staff member must:

- Submit an *Application for Educational Allowance*[4] to the HR department in advance of enrolment.

- Submit proof of successful completion to the HR dept. within 30 days of completing the course.

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[3] "Challenged Courses" is the term used by educational institutions when a student wants to be exempted from course requirements because of previously taken courses, or previous job and life experiences. In this situation the student pays to challenge a course, and would be expected to either write an exam or submit a portfolio demonstrating their experience and knowledge.

Appendix A: Library Techniques Diploma

For those job descriptions that require "10 full time credits of an LT Diploma" the courses must be from the HPL-approved list of courses listed below. In the event of a dispute regarding qualifications, a Mohawk College transcript will be required. The keyboarding competency and field placements are not considered credits for the purposes of this job qualification.

For the purposes of fulfilling the job description requirement, a Library Techniques credit is defined by the College and generally requires about 36 hours of class work. Two half-credits constitute a full credit.

Courses in Bold type are eligible for the 10 credit requirement:

- **Introduction to Libraries and the Information Industry**
- **Personal Computer Support**
- Electronic Publishing
- **Information Work I, II, III**
- **Client Services**
- **Descriptive and Access Cataloguing I, II**
- **Subject Analysis and Classification**
- Indexing and Abstracting
- Database Design (21 hours)
- **Serials (half credit)**
- **Acquisitions**
- **Collection Maintenance and inventory Control**
- **Human Relations and Supervision**
- Field Work I, II (35 – 105 hours)
- Keyboarding Requirement (35 wpm) – not included as a course for job posting requirements.
- Communications
- **Literature (2 courses, general education)** HPL requires that one course be in **adult** literature and the other in **children's** literature.
- Using Windows (half credit)
- Word for Windows (1/2 credit)
- Excel (1/2 credit)

- Plus Four Options from the following list:
    - **Children's Services and issues**
    - Records Management
    - Desktop Publishing (1/2 credit)
    - Archives
    - **Genre Fiction and Readers Advisory Service**
    - **Government Publications (1/2 credit)**
    - Cataloguing Electronic Resources
    - Special Libraries
    - Information Brokering (1/2 credit)

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Appendix B: Implementation Plan

The proposed educational qualifications for public service positions will be phased in. This plan does not apply to educational qualifications for specialized departments such as Electronic Services, or Collections Access and Management and which are not phased in.

INCUMBENTS

1. Incumbents of public service positions which will require 10 LT courses. (e.g. Information Clerks)

   1.1. An incumbent may permanently stay in the same position or move within the same job description and salary band even though re-described and no additional qualifications will be required.

2. Incumbents of public service positions which will require an LT diploma.

   2.1. An incumbent may permanently stay in the same position, or move laterally within the same job description and salary band as re-described with no limitations and no additional qualifications required.

3. Incumbents of LT II positions of positions which will require a full BA degree.

   3.1. An incumbent may stay in the same position as re-described with no limitations and no additional qualifications required.

PROMOTIONS

Staff applying to a new or vacant position for the purpose of PROMOTION will be required to meet the educational qualifications of the posting, effective immediately.

Vacant positions will be filled on the basis of qualifications and seniority.

Dated: October 9, 2001

Digital Copyright Issues Attachment #7.2

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❑ Letter to Industry Canada from Ken Roberts, Chair, CALUPL dated   10-13
September 14, 2001

Hamilton Public Library

Growing minds.
Growing community.

Memo

To: Anne Gravereaux, Hamilton Public Library Board Chair

From: Ken Roberts, Chief Librarian

c.c. Library Board Members

Date: October 10, 2001

Re: **Digital Copyright Issues**

Recommendation:

That the Hamilton Public Library Board endorse the Canadian Library Association and the Council of Administrators of Large Urban Public Libraries position papers regarding digital copyright issues and ask that the Secretary to the Board convey this endorsement to the federal government.

Background:

The federal government has committed itself to reform Canadian copyright law. The consultation on digital copyright issues represents the second phase of implementation of copyright reform. There is concern, within the profession, that the balance between the rights of copyright holders and free access to information may be threatened by issues brought forward at this stage. Organizations that represent access organizations, from school boards to public libraries, are trying to ensure that the format in which information is presented does not interfere with the commonly accepted balance between the protection of creators' rights and reasonable access rights. The federal government's deadline for responses to submissions

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CLA
http://www.cla.ca

CLA Response to the *Consultation Paper on Digital Copyright Issues*

Issued by the Intellectual Property Policy Directorate, Industry Canada and the Copyright Policy Branch, Canadian Heritage

September 15, 2001

Submitted to:
Intellectual Property Policy Directorate, Industry Canada and the Policy Branch, Canadian Heritage

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The Canadian Library Association is the national English-language association that represents those who work in and support the estimated 21,000 libraries located in every community in Canada. Its role is to assist libraries as they support Canadian citizens to access and use information for education, lifelong learning and economic development.

This response represents the views of the Canadian Library Association (CLA) on *A Framework for Copyright Reform* as well as on the *Consultation Paper on Digital Copyright Issues* released by Industry Canada and the Department of Canadian Heritage in June 2001.

In substance, a number of the observations made in this response reflect recommendations put forward in the Discussion Paper on Digital Issues that was submitted to the Government by The Copyright Forum earlier in June. As a member of The Copyright Forum, the Canadian Library Association has taken the opportunity to underscore recommendations made in the Discussion Paper that are relevant to the issues raised in the Consultation Paper, and to elaborate on observations made earlier in the context of specific proposals put forward in the *Consultation Paper*.

1. Balance

Both *A Framework for Copyright Reform* and the *Consultation Paper on Digital Copyright Issues* emphasise the importance of ensuring an appropriate balance between protection for original content and access to that content in the new technological environment. As an instrument of public policy, the Copyright Act has two primary objectives: to encourage the creation and dissemination of original works, and to promote access to those works for the benefit of Canadian society as a whole. The public policy objectives reflected in the Act focus in part on economic growth and in part on cultural and social development.

It is essential that the copyright reform process being launched by the Government respect the underlying principle of balance between the protection provided to the creators of original content and the guarantee of reasonable access by the public that is embodied the *Copyright Act*. Every effort must be made to ensure that the process itself is designed to maintain the level of balance currently reflected in the Act as adjustments are made in response to the challenges posed by the introduction of new

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technologies.

From the perspective of libraries and the users they serve, it would be unacceptable if the copyright reform process were to disrupt the balance by moving ahead on introducing new and enhanced levels of protection for copyright owners without addressing at the same time the impacts on user access. In order to ensure balance in the process, every proposal under consideration that would provide copyright owners with a new right or redress mechanism must consider at the same time the appropriateness of limitations and exceptions that may be necessary to ensure reasonable access.

2. Priorities

The process set out in *A Framework for Copyright Reform* involves a staged approach to the review of issues and the development of proposals for legislative amendments. In the interests of timeliness and efficiency, the departments plan to group issues into manageable "packages" and to draft bills that are relatively narrow in focus. The Ministerial report mandated by section 92 of the Act that is to be tabled by September 2002 will outline a proposed agenda for copyright reform. That agenda, it is be presumed, will be shaped in large part by the course of consultations conducted over the next twelve months.

Although more than a dozen issues have been identified as candidates for inclusion on the Government's agenda for copyright reform, two have been singled out for immediate attention: a package of so-called "digital" issues, and Internet retransmission of broadcast programs. Assuming the release of consultation papers on those two issues indicates that they are viewed by the departments as having relatively high priority, a question remains as to the perceived priority assigned to the other issues listed in the *Framework* document, and to the ultimate timing of consultations and proposals for amendments relating to those other issues.

From the perspective of the Canadian Library Association, there are a number of outstanding issues related to access that ought to be given high priority and to be placed on the near-term rather than the long-term agenda. Included among those issues are the applicability of current exceptions for libraries, archives, museums, and educational institutions in a digital environment, and access for persons with perceptual disabilities. Indeed, if the *Consultation Paper on Digital Copyright Issues* had been less biased in its scope, and a broader range of current provisions in the Act impacted by the introduction of digital technologies had been dealt with, those access-related issues would have been logical candidates for inclusion.

One fundamental issue that is key to public access in a digital environment: the matter of standard form contracts and the validity of their terms and conditions with respect to the statutory provisions set out in the *Copyright Act*. "Shrink wrap", "click wrap', and "web wrap" licences all have the potential of significantly altering the balance between copyright owners and users that is reflected in the Copyright Act, effectively overriding statutory provisions designed to ensure reasonable access. If balance is to be ensured not just in name but in reality, that issue has to be dealt with as a matter of priority.

3. Making Available

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Departmental Proposal:

- The departments hold the view that the Act provides for an on-demand communication right and therefore do not propose amending the Act with respect to the rights of authors and their successors at this time.
- The departments propose pursuing a dialogue on introducing an on-demand communication right to benefit performers and the makers of sound recordings that would meet the requirements of the *WIPO Performances and Phonograms Treaty* (WPPT).

CLA Response:

While the *Copyright Act* may be construed as embodying an on-demand communication right within the scope of the right of communication to the public by telecommunication, as currently defined, it would serve the interests of clarity and transparency to amend the Act so as to make an on-demand communication right explicit.

It is also essential to be clear and precise about the relationship between on-demand communication and communication to the public by telecommunication. If on-demand communication is to be defined or interpreted in such a way as to fall wholly and exclusively within the scope of communication to the public by telecommunication, then by virtue of the definitions in section 2.2 of the Act, making a work available to the public through on-demand communication would not in itself entail publication of the work. If, for the purposes of the Act, making a work available through on-demand communication does not in fact constitute publication of the work, there are significant implications both as to the protections provided for that work as well as to the exceptions that apply to certain uses of the work.

For all intents and purposes, a work made available to the public through on-demand communication is a published work-at least in the ordinary sense of the word "published". Works made available to the public through the Internet or similar communication networks in an on-demand mode are generally considered to have been published electronically. To treat such works as unpublished for purposes of copyright would be inconsistent with the current realities of digital information and communications technologies.

If an on-demand communication right is to be incorporated into the *Copyright Act*, amendments will be required in order to make it clear that on-demand communication is, for the purposes of the Act, the equivalent of publication. Such amendments will be required regardless of whether an on-demand communication right is made explicit through amendment or is made implicit by confirming an interpretation of the right of communication to the public by telecommunication that is consistent with the newly defined communication right in the *WIPO Copyright Treaty* (WCT).

4. Legal Protection of Technological Measures

Departmental Proposal:

The departments have put forward no specific proposal on legal protection of technological measures. They have expressed an interest in pursuing a

Pages

broader dialogue with all copyright stakeholders on the appropriate contours of copyright in this environment, and in developing approaches that will tangibly advance the government's public policy objectives and broader reflections on copyright.

CLA Response:

As an instrument of public policy, the *Copyright Act* is designed to establish and maintain an appropriate balance between providing adequate and effective legal protection to the creators of original works and ensuring accessibility for the benefit of society as a whole. Copyright provides creators with a range of rights and redress mechanisms sufficient to protect their interests in their works, but limited so as to enable reasonable public access to those works. Limitations on owners rights are reflected in the formulation and defined scope of the specific statutory provisions associated with copyright, in the term of protection afforded to various categories of works, in the definition of non-infringing uses of protected works, in provisions made for compulsory licensing, and in limitations of liability that are attached to certain uses.

The introduction to the *Copyright Act* of sanctions against the circumvention of technological measures used by copyright owners to protect their works has the potential of providing copyright owners an unchallenged means of overriding all limitations on their statutory rights and of denying users their legitimate rights of access to protected works.

The provisions set out in article 11 of the *WIPO Copyright Treaty* (WCT) and article 18 of the *WIPO Performances and Phonograms Treaty* (WPPT) oblige contracting parties to provide legal protection and against circumvention only to the extent that technological measures are used by copyright owners to restrict uses that are not authorized by the owner or permitted by law.

It can be inferred, therefore, that the obligations of contracting parties under the WIPO treaties do not extend to the provision of sanctions that legitimize the use of technological measures by copyright owners to restrict uses permitted by law. Introducing sanctions that would make it illegal to manufacture or import devices that could be used to circumvent technological measures used by copyright owners to control access to their works would effectively give the copyright owner unrestricted authority to determine the extent of protection provided to a work, irrespective of any limitations that might otherwise be provided for by statute. In effect, the power of the technology available to the copyright owner would supersede the authority of the *Copyright Act*. From a public policy perspective, an outcome of that kind has to be considered unacceptable.

Formulating sanctions in such a way as to make any act of circumvention an offence would have the same effect. If users are barred from circumventing technological measures used by copyright owners to their works, irrespective of the purpose for such circumvention, the copyright owner again would be in the privileged position of being able to deny the user the possibility of making use of the work in a manner that by statute would be deemed a non-infringing use.

As a matter of principle, and in the interests of maintaining appropriate balance within the *Copyright Act*, the Canadian Library Association takes the position that any sanctions against the circumvention of technological

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measures used by copyright owners to protect their works or other subject matter should apply only in cases where the circumvention is carried out for purposes of infringement. The corollary to that is that the Act should include no sanctions against the manufacture or importation of devices capable of circumventing technological measures, nor against the use of such devices in cases where circumvention is carried out solely for non-infringing purposes.

For libraries in particular, it is essential that statutory exceptions pertaining to the management and maintenance of collections and acts performed on behalf of users engaged in fair dealing continue to be valid even if it is necessary to circumvent technological protection measures used by copyright owners.

In addition, exceptions need to be considered to cover cases where technological measures are used by copyright owners as a mechanism for infringing the privacy rights of the user.

5. Legal Protection of Rights Management Information

Departmental Proposal:

The departments put forward two options:

- To define "rights management information" consistently with article 12(2) of the WCT and article 19(2) of the WPPT, noting that protecting information relating to terms and conditions of use should not be construed as confirming the legal validity in Canada of such terms and conditions.
- To define "rights management information" to include information identifying the work, the author, the first owner of copyright in the work, and any numbers or codes that represent such information. In relation to a sound recording, "rights management information" would be defined to include information identifying the performer, the performance of the performer, the maker of the sound recording, the first owner of any right in the performance or sound recording, and any numbers or codes that represent such information.

CLA Response:

For purposes of sanctions provided by the *Copyright Act*, rights management information cannot be defined simply through reference to the type of information that it encompasses. Information identifying the work, the author, the performer, the performance, the maker of the sound recording, and numbers and codes used to represent such information may be "attached to a copy of a work" or "appear in connection with the communication of a work to the public" for any number of purposes and may originate from a wide range of sources. Libraries and other information service providers and intermediaries provide a number of value-added services that result in information of the type identified in the proposed definitions of rights management information being attached to or appearing in connection with the communication of a work. Examples include cataloguing-in-publication data and metadata headers used to support resource discovery.

Defining rights management information without reference to the purpose

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and source of the information could have the unintended effect of inhibiting organizations such as libraries and information service providers from correcting or updating information provided by themselves or their counterparts for purposes quite distinct from rights management. It could also leave users of the services of such organizations uncertain as to whether they could alter or remove any such information attached to copies of works they may be downloading into their own information management systems.

In the interests of clarity, the proposed definition should stipulate that the types of information enumerated are protected as rights management information only when clearly identified as originating with the rights owner or the owner's appointed agent, and specifically identified as having been recorded for purposes of rights management.

CLA endorses the idea that the Act should also specify that the protection of rights management information does not imply its legal validity in Canada. Furthermore, the Act should make it clear that protections applying to rights management information cease to have effect on expiry of the statutory term of protection provided to the work, performance, or sound recording.

In addition, exceptions need to be considered to cover cases where rights management information interferes unreasonably with the authorized display or reproduction of the work, performance, or sound recording, or where rights management information is used as a mechanism for infringing the privacy rights of the user.

6. Liability of Network Intermediaries

Departmental Proposal:

The departments propose establishing a complaints-driven, notice and take-down process that would be subject to any contractual arrangements entered into by ISPs with rights holders. The proposal would include provisions for:

- a limitation on liability for copyright infringement when the ISP's facilities are used by a third party (including clients of the ISP) for disseminating copyright-protected material;
- a limitation on liability for reproductions of copyrighted materials in the form of caches that facilitate the communications process where the original or initial communication is authorized;
- a provision for notice and takedown that would exempt the ISP from liability for hosting infringing material unless the ISP had received "proper notice" from a rights holder or other interested party that such material was potentially infringing and had failed to block access to the material within a specified time of having received that notice;
- a limitation on the liability of an ISP for any economic harm from compliance with the notice and take-down regime
- a requirement that, in order to benefit from any statutory limitation of liability, the ISP publicly represent itself as providing intermediary services in an accountable, responsible manner, and establish identifiers on its site that would enable interested parties to communicate directly with the ISP.

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CLA Response:

The first question to be addressed with respect to liability of network intermediaries is one of definition. For the purposes of the Act, the term "network intermediary" needs to be defined with sufficient breadth of scope to encompass all entities providing services that facilitate user access to networked resources. The definition must include libraries, archives, museums, and educational institutions providing such services (both for profit and not-for-profit), as well as the commercially-oriented enterprises commonly referred to as Internet service providers (ISPs).

Second, a network intermediary should be under no obligation to monitor content provided by and stored at the request of a user of its services. Likewise, a network intermediary should be under no obligation to determine whether user transactions conducted using its services involve infringing activity.

With respect to the departmental proposals on limitation of liability for network intermediaries, the Canadian Library Association takes the following position:

- A network intermediary should not be liable for infringing content supplied by and stored on or communicated through the intermediary's facilities at the request of a user, provided that the intermediary has no knowledge of an infringement, is not aware of facts or circumstances from which infringing activity is apparent, and acts expeditiously to remove or disable access to allegedly infringing content on receiving notice of alleged infringement from a rights owner or other party with interests in the content.
- A network intermediary should not be liable for infringement with respect to any communication, performance in public, or transient reproduction of content that is performed in the process of providing connections, transmitting, routing, or providing access to content that has been made available on the network by another party (including its clients), provided that the connection, transmission, routing, or access is initiated by a user, and the intermediary acts solely as a facilitator.
- A network intermediary should not be liable for infringement with respect to any temporary reproduction of content that is made automatically in the process of receiving a communication, or as part of an automatic process performed for the purpose of making more efficient the onward transmission of content in response to a request from the recipient, provided that the intermediary acts solely as a facilitator.
- A network intermediary should not be liable for any economic harm resulting from compliance with a notice and take-down regime, as set out in the *Copyright Act*.
- To qualify for the exemptions from liability set out above, an intermediary should be required to publicly represent itself as providing intermediary services in an accountable, responsible manner, and openly display an address, phone number, etc. that can be used by interested parties for the purpose of communicating with the intermediary.

Consideration should also be given to limiting the liability of network intermediaries in connection with any linking mechanisms they might provide in the form of indexes or other resource discovery tools. Provided that the such tools contain links only to content that has been made

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publicly accessible on the network (or to front pages or gateways that have been made publicly accessible), the network intermediary should not be liable for any infringement that may be construed to have taken place through the simple act of making the link.

The consultation paper also raises a question as to whether issues surrounding the scope and application of the reproduction right in a digital environment should be restricted to the question of network intermediary liability. The Canadian Library Association takes the position that the scope and application of the reproduction right is fundamental to the broader issue of adapting Canada's copyright laws to a digital environment. Reproduction (in a technical sense) is an integral part of digital information and communication technologies. Not only network intermediaries, but individual users and organizations providing services other than those involving network communications invoke reproduction processes routinely as part and parcel of using digital technologies, in many cases without even being aware or having any means of knowing that they are doing so. It is essential, therefore, that the *Copyright Act* be amended to differentiate the kind of transient or temporary reproduction that occurs as an inherent part of using digital technologies from the more permanent forms of reproduction that have conventionally been subject to the reproduction right. In particular, the Act must address the "browsing" issue, making it permissible for any user to make a temporary copy or copies in the course viewing a work or performance on a computer screen, video screen, television monitor, etc., or listening to a sound recording on a speaker, etc., provided that the work, performance, or sound recording has been legitimately acquired and/or accessed.

CALUPL

Council of Administrators of Large Urban Public Libraries

September 14, 2001

Comments – Government of Canada Copyright Reform
c/o Intellectual Property Policy Directorate
Industry Canada
235 Queen Street
5th Floor West
Ottawa, Ontario
K1A 0H5

I am writing as Chair of the Council of Administrators of Large Urban Public Libraries (CALUPL) to comment on the Government's A Framework for Copyright Reform and Consultation Paper on Digital Copyright Issues.

CALUPL represents the all large urban public library systems in Canada. Our member library systems provide over one-third of the Canadian people with library services. The Internet and digital content are now integral components of public library service. Federal copyright issues have a profound affect on the service we provide to Canadian citizens.

The copyright reform process initiated by the release of the Framework and Consultation Paper will directly influence how public libraries and their millions of users can access and use digital content. Failure to maintain an appropriate balance between the interests of individual Canadians and the libraries, archives, museums and education institutions which serve them and the interests of digital content owners will have a significant negative effect on formal education and life-long learning within this country. The Government must proceed with a broader copyright initiative than that suggested in the Framework and Consultation Paper. We need to ensure that the appropriate balance is achieved in the digital environment.

CALUPL is a member of The Copyright Forum and strongly supports the positions laid out in the Forum's "Discussion Paper on Digital Copyright" released in June 2001. CALUPL is disappointed that the Government has not recognized that key recommendations from the Forum Paper require prompt attention. Issues such as standard form contracts, educational use of the Internet, temporary copies, alternate format production for the print disabled, and institutional exceptions for digital content must be addressed in the short term if there is to be any semblance of the required balance which the Government identifies as an important public policy objective.

Although several issues are identified in the framework document, the Government has chosen to address only two of them at this time. We agree that the questions related to digital publications are pressing but the consultation paper has not addressed all issues that are of concern to public libraries.

One of our key issues is the definition of the term "published". The need to expand this definition to include works made available on the Internet is critical to meeting the Government's principle of "clarifying the law where it will reduce the risk of unnecessary litigation". Expanding the definition will also serve to preserve the "contour" of the "The Copyright Act" ("The Act") by ensuring that the balance between creators and users of digital publications is maintained.

The Copyright Forum identified several issues in its "Discussion Paper on Digital Copyright" (www.cla.ca/resources/copyrightforum.htm) including:

- Licensing, in particular standard form contracts
- Technological protection measures
- Digital learning
- ISP liability
- Making of temporary copies during electronic communication
- Administration of copyright permissions

The issue of standard form contracts and how they can be utilized to override legal uses specified in "The Act" is of pressing concern to Canada's public libraries. A number of CALUPL members faced a legal challenge over lending a commercial CD-ROM readily available in Canadian bookstores. It is unacceptable that public institutions should have to incur legal expenses to assert the right to lend a CD-ROM without motive of financial gain. This use is permitted in "The Act". The Copyright Forum "Discussion Paper" recommends that standard form contracts should have no effect when they prohibit uses permitted under "The Act". Government failure to act on this issue in the first round of digital copyright reform will undermine any attempts to achieve a reasonable balance between competing interests.

The issue of technological protection measures is in part linked to the standard form contract issue. Should individuals and the institutions serving them not have the right to circumvent technological protection measures for non-infringing purposes, content owners will have the means of overriding user rights identified in "The Act". In order to maintain the necessary balance between interests carefully laid out in "The Act", circumvention for non-infringing purposes should be permitted.

We also feel that exceptions are needed in "The Act" to permit temporary copying for the purposes of electronic transmission, browsing, and caching. This area needs clarifying in order to prevent unnecessary litigation.

The consultation paper does address the issue of ISP liability, but it needs to include a clear definition of the term "service provider" to ensure that public institutions that provide Internet services are included. We endorse the definition included in the "Digital Millennium Copyright Act".

Several issues identified in the Copyright Forum's document have not been adequately addressed in the Government's consultation paper. To leave these issues "in limbo" for an extended period is unacceptable to our members. Based on the lessons of the past, CALUPL has no confidence that these crucial issues will be addressed, at all. Especially troubling in this regard is the Framework's

identification of "consensus among stakeholders" as a criterion for the timing of revisions to "The Act". For some if not most of these issues, consensus will not be achieved. There remains an obligation for the Government to act promptly so that Canadian citizens and the libraries, archives, museums and education institutions which serve them are able to reasonably access and use digital content. Undue delay will place Canada's status as an informed and participatory society at risk.

The "Consultation Paper" asks a number of specific questions. Selected questions are noted below with a summary response.

- "In light of the foregoing questions, do the approaches suggested in this paper contribute to a copyright framework which promotes Canadian public policy objectives?"

No. As stated in the preceding text, the Government must bring forward legislative amendments in the short term which address the concerns of the users of digital content and the not-for-profit institutions which serve them, not just of the creators of digital content. This is critical if the "contour" of the Copyright Act is to be maintained.

- "How would a "making available" right affect the balances among the various copyright interests?"

As noted above, CALUPL is concerned that The Act should be explicit that digital content made available to the public is indeed published and subject to the user exceptions in The Act.

- "Given the rapid evolution of technology and the limited information currently available regarding the impact of technological measures on control over and access to copyright protect material, what factors suggest legislative intervention at this time?"

As outlined above, CALUPL believes that failure to permit circumvention of technological protection measures for non-infringing purposes in the short term will disrupt the balance of interests in "The Act". The right to privacy as to choice of reading matter is a fundamental public library value and must be addressed when considering technological protection measures.

- "Do the current provisions of the Copyright Act already adequately address ISP concerns?"

No, as discussed above and in the Forum "Discussion Paper". There is need to define "service provider" and to clarify in particular the question of temporary copies made during the electronic communication process.

CALUPL and its members are prepared to work with the Government to ensure that revisions to "The Act" deal with digital issues while maintaining the crucial balance between the legitimate interests of creators, distributors and users of copyrighted content. We must recognize that consensus will be difficult to achieve on many issues. This must not become a rationale for deferring contentious but necessary decisions.

It will be necessary to engage the broader community in the digital copyright reform process. Public libraries can play an important role in this area. As public librarians who respect copyright, we are concerned about the dangers of the increasing lack of understanding by our users as to why technology's potential must be disabled in order to comply with outdated copyright law. Prompt and enlightened action which acknowledges the new technological realities will be necessary in order to ensure continue respect and adherence to the law.

Yours Sincerely

Ken Roberts,
Chair, CALUPL.

Hamilton Public Library,   905-546-3215
55 York Blvd.   Fax: 905-546-3202
P.O. Box 2700   e-mail: kroberts@hpl.ca
HAMILTON, Ontario, L8N 4E4