



Hamilton Public Library

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# A Model for Service Hours and Staff Qualifications

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**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.”

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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<sup>1</sup>, 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*,<sup>2</sup> 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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<sup>1</sup> This could take up to two years, as it is dependent upon the City's process.

<sup>2</sup> *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<sup>3</sup> 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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<sup>3</sup> 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)<sup>4</sup> 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).<sup>5</sup>

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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<sup>4</sup> 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

<sup>5</sup> 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 Greenville 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 Greenville, 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.

<b>Neighbourhood – Service Level I</b>							
	Mon.	Tues.	Wed.	Thurs.	Friday	Saturday	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 Greensville 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.

<b>Neighbourhood – Service Level II</b>							
	Mon.	Tues.	Wed.	Thurs.	Friday	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							
	Mon.	Tues.	Wed.	Thurs.	Friday	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 out through more open hours.

### Update Fall 2001

- 1) 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 forward 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.<sup>2</sup>) 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.