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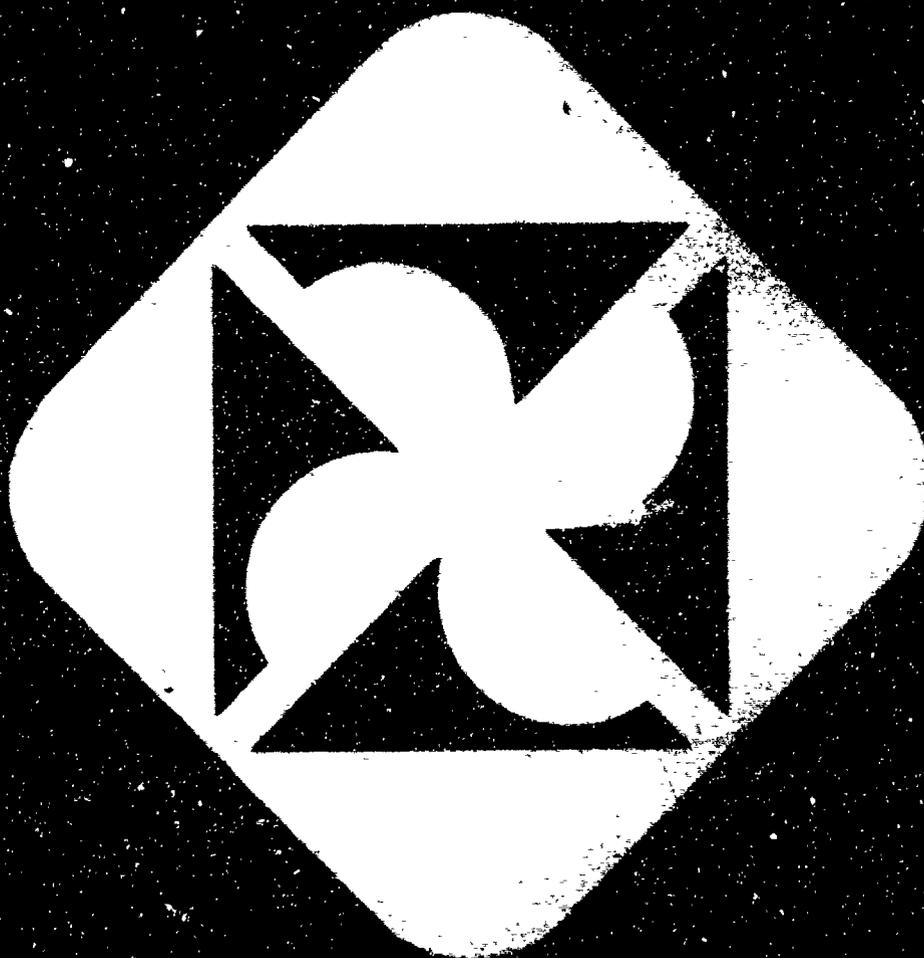
ABSTRACT

The Barrie Public Library was studied as part of a larger commission authorized by the Georgian Bay Regional Library Board. Analysis was restricted to local policies and procedures which were under the full control of the Barrie Public Library board and staff. Aspects of library services provided on a cooperative basis--interlibrary loan, 16mm films, and reference resources--were not included. Topics considered included: the library's present and future community; a comparison of Barrie's services with those of similar libraries; Barrie's collections, building, technical processes, staff, and operations; the service provided to special groups such as students, other institutions, and non-residents. Recommendations were made for each topic with the purpose of improving present operations and providing planning considerations for a future building expansion program. (Author/SL)

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VOLUME II  
THE BARRIE PUBLIC LIBRARY



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INFORMATION, MEDIA & LIBRARY PLANNERS

LIBRARY SERVICE  
IN THE  
GEORGIAN BAY REGION

VOLUME II  
THE BARRIE PUBLIC LIBRARY

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1971

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## INTRODUCTION

This study of the Barrie Public Library forms part of a larger commission authorized by the Georgian Bay Regional Library Board and confirmed by letter on December 15, 1970. Subsequently the Barrie Board through the Chief Librarian gave specific permission for a study of its services, resources and structure.

Although some aspects of library service in Barrie such as inter-library loan, 16mm films and reference resources normally would be included in a review such as this, we have not dealt with them because such services are now provided on a cooperative basis by several library authorities in the Georgian Bay Region. A discussion of these services will be presented in another part of our report.

In this report we have restricted comment to local policies and procedures with recommendations designed to improve those services under the full control of the Barrie Library Board and staff. In addition we have added comments which we hope will be of value in planning for future expansion.

A. Bowron

April, 1971

## THE PRESENT AND FUTURE COMMUNITY

The City of Barrie is not only a service and commercial centre for Simcoe County but is also a growing manufacturing centre. The principal industries are automobile tires, appliances, leather tanning, cosmetics, dairy products and retail trade. The tourist industry is of growing importance. Other large employers are the Royal Victoria Hospital, the Department of Defence and the City and County public administrations. About 130 industries employ over 9,000 persons from Barrie and the surrounding area.

Its importance as a distribution centre can be measured by the fact that 54% of the labour force in Barrie is engaged in service and trade and 40% of all retail trade is to non-residents.

Any study of the present and future role of the public library must consider the growth rates of its community as well as the direction of growth and the general economic and social changes that can be expected.

The 1970 population figure was 26,684. From 1901 to 1951 the annual growth rate was 2%; from 1951 on it was about 4 1/2%. Although this growth rate is a little slower at the moment, it is evident that Barrie and district will continue to be a rapidly expanding market and residential area growing at a steady rate of 4% for several years to come. If on the other hand the Provincial government, through assistance in building utilities and overall planning control, implements the Design for Development in the Toronto Centred Region or drastically alters the municipal boundaries by amalgamation in preparation for regional government, the future growth rate for Barrie will be difficult to predict. In addition there are other factors which are liable to influence the present growth rate such as a sudden influx of several major industries, the location of a major airport to the south or the provision of a fast commuter service to Metro Toronto.

However, considering all presently known relevant factors, the prediction is that by 1981 the population will range from 29,500 to 35,300 and by 1986 it will range from 30,800 to 40,000. The ultimate population of the city will not exceed 150,000.

A transportation study is in progress at the time this report is being written, but we understand that no major roads are planned for the downtown area except a new one that will be built along the lakefront to act as a parkway and a downtown by-pass that will connect Lakeshore Drive with Kempenfelt Drive and Duckworth Street in the east.

In regard to the direction of growth, it appears that the next sizeable annexation will be in Innisfil Township to the south on either side of highway 400, and that other growth will mostly take the form of infilling within the existing city boundary to the west and north.

As in most Ontario communities undergoing the stresses of expansion and decentralization, there is a danger that large regional shopping plazas and a general movement of business from the old centre will weaken the central business district and as a result reduce the convenience of the present library site. It has been proven many times that the public library should be sited at the centre of commercial and pedestrian activity. It should be as convenient as possible to the majority of potential users. From all indications so far it appears that the old commercial core of Barrie has been affected little by the development of Simcoe Plaza in the east, the Barrie Plaza on Wellington Street next to highway 400, or by Bayfield Centre on highways 26 and 27 just north of the city limits. However it would appear to us that the CBD is not growing in proportion to the overall growth of the city and that Bayfield Centre, for instance, has attracted trade from the northern hinterland and suburbs that formerly would have gone to the downtown area.

The planning documents studied of course underline the dangers of a deterioration of the commercial core and strenuous efforts will be made by the city planners to direct urban renewal and control growth so that the CBD will remain vital and attractive.\*

\*Many of the facts and conclusions of this section have been gathered from the City Planning Department and from "The Official Plan of the City of Barrie Planning Area," 1969 and from "The City of Barrie Urban Renewal Study," 1967.

## THE PRESENT LIBRARY BUILDING

The site of the Barrie Public Library, on Collier Street and Mulcaster one block from Dunlop the principal shopping street, is very advantageous and meets the principal criteria for a good library location. The original Carnegie building opened in 1917 faced Collier Street and the subsequent large addition to the south, completed in 1964, shifted the main entrance to Mulcaster Street. With convenient street parking on Mulcaster and Collier and to the north around the City Hall and in the small plaza to the east of the City Hall, the present site will remain an excellent one as long as the central business district remains commercially healthy and prosperous.

Excluding stairways, corridors, washrooms, boiler room etc. there is a total of approximately 11,345 square feet of space in the library building. Of this amount about 9,000 is used for public services. Although the 1964 addition greatly enhanced the building and enabled services to be expanded, a number of deficiencies and planning mistakes are noticeable to us which we would like to mention in order that the Board could consider possible replanning of the present building or correction when further additions are built.

- 1) The moving of the main entrance to Mulcaster raised the problem of the use of the old entrance on Collier Street. We see a continuing theft problem with the Collier entrance unless it is made an emergency exit only regardless of public complaints, or unless a turnstile is installed and a guard stationed there to check on all users leaving by this entrance. If it is designated an emergency exit, it should be so marked and an alarm installed. We also recommend that a staff member, preferably a librarian, be stationed at a desk in the area near the Collier Street exit to supervise the collection in the northern part of the building.

- 2) The arrangement of the Mulcaster Street entrance is so designed as to make the possibility of one control desk for the adult and children's libraries very difficult without a complete rearrangement of both floors. This is unfortunate as the two check-out, check-in, registration and reserve operations are very wasteful

of staff time. It would be more efficient and easier on the public if the clerical operation of both control areas were combined and manned by non-librarian personnel, thus leaving librarians freer to advise users, assist children and adults, do reference work, make useful contacts and in other words divorce themselves from the collecting of fines, filling out of cards, circulation control, sorting books, etc..

It is our recommendation that the principle of one control area be applied to any new arrangement or addition to the building. This could be accomplished by relocating all lending and reference services for adults and children on one floor and locating one control desk near the Mulcaster entrance. All other exits in the present structure or in any future addition should be designated for emergency purposes only except for one staff entrance.



TABLE I

Comparison of Present Service in Barrie with Relevant Libraries  
(1969 figures from P.L.S. reports)

	Population	Volumes per capita	Circulation per capita*	Expenditure per capita	Professional Staff Ratio to Pop.**
Barrie	25,481	2.6	14.0	\$ 5.67	1 to 6,370
Owen Sound	18,361	3.8	16.0	4.38	1 to 18,361
Orillia	20,532	2.9	16.0	5.53	1 to 6,844
Midland	10,477	2.2	9.2	4.58	none
Brockville	19,830	2.0	10.0	2.92	1 to 6,610
St. Thomas	23,206	2.0	6.0	4.85	1 to 5,801
Stratford	23,341	1.7	5.9	2.84	1 to 11,670
Fort Erie	21,529	1.4	4.1	3.23	none
Dundas	15,868	2.1	11.4	6.17	none
Collingwood	8,513	3.1	12.0	2.42	none
Orangeville	6,649	1.8	10.7	2.76	none
Ontario**	6,905,000	1.7	7.9	4.96	1 to 9,000

\* Circulation of all items

\*\* Staff holding an A, B or C certificate only

\*\*\* Population is given as defined in the Regulation under the P.L. Act.

Accepted standards for communities under 35,000 are:

Volumes per capita -- 3

Circulation per capita - 10

3) The workrooms behind the adult and children's control desks are well placed but are too small especially as they are also used as offices. We recommend that the Chief Librarian be supplied with a private office, perhaps combined with a board room, and that the children's workroom be combined with the large workroom on the same floor on the west side of the building thus making the present children's workroom into an office for the head of the children's department.

### THE COLLECTIONS

In 1970 the Barrie Public Library was heavily used with a reported circulation of books of 12.7 per capita; the accepted minimum standard is 10. The bookstock is adequate at 2.8 books per capita. The minimum standard is 3 per capita for any city of less than 35,000 population. The reported total bookstock is 75,776 volumes. There are about 550 recordings available for lending, a vertical file collection of pamphlets and clippings, about 330 paperbacks and a small collection of books in French, German, and Dutch totalling about 200, a government serials collection with backfiles and the library subscribes to 124 periodicals including 9 newspapers. There is a small microfilm collection of local archive material and periodicals. Canadian periodical files are kept indefinitely and other periodicals are preserved for 5 years. The film collection consists of 235 16 mm films of which 80 are owned by the Barrie Public Library, 125 on deposit from the Regional Library and 30 on loan from consulates, the Hydro, CIL etc.. A check of shelving available in public areas indicated that the capacity at the moment is about 65,000 volumes, which would represent a total collection of about 90,000 volumes. After the collection has reached this figure there will be no further expansion possible and additional shelving will have to be accommodated, stock transferred to storage, or the collection will have to be weeded drastically. At the present rate of acquisitions and discards the collection will reach 90,000 by the end of 1973 at the latest. The population of the City at the present growth rate will approach 30,000 at about the same time, thus maintaining the minimum standard ratio of 3 books per person (excluding non-print materials).

It is recommended that planning for an addition to relieve congestion, provide more reference and study space, provide for a larger multi-media collection, one control area, better supervision and more office space be pursued by the board and staff so that an enlarged building may be completed by 1974.

TABLE II

The proportions of the book collection compared with standards

Adult Fiction	13,160	
Adult Non-Fiction	33,792	
Reference	<u>2,806</u>	
Total adult		49,758
Children's Fiction	12,329	
Children's Non-Fiction	13,500	
Reference	<u>189</u>	
Total children's		<u>26,018</u>
Total		75,776
Percentage of fiction in adult collection		26.0%
	<u>*recommended</u>	20.0%
Percentage of non-fiction in adult collection		67.5%
	<u>*recommended</u>	70.0%
Percentage of reference in adult collection		6.5%
	<u>*recommended</u>	10.0%
Percentage of children's books to total		34.0%
	<u>*recommended</u>	25-30%

\* Appendix to the Public Library Standards, CLA, 1969

Assuming a population of 32,000 by 1981, the size and proportions of the collection by then should be as follows:

Adult Fiction	12,600	
Adult Non-Fiction	44,000	
Adult Reference	6,400	
Adult Non-Print	<u>7,000</u>	(tapes, films, records, EVR etc.)
Total adult		70,000
Children's Circulating	22,800	
Children's Reference	600	
Children's Non-Print	<u>2,600</u>	(tapes, films, records, etc.)
Total children's		<u>26,000</u>
Total Collection - 1981*		96,000

\*Excluding vertical file material, maps, pictures, unbound periodicals etc..

It is our recommendation that the present collection be brought into balance as soon as possible by freezing the amount of the book budget at present allotted to fiction and children's books and increasing the amount spent on adult non-fiction, particularly reference books.

In addition a greater proportion of the budget for library materials should be spent on phonograph records. A collection of 1,500 to 2,000 would not be too large for a community the size of Barrie. This collection should also include at least 500 records for children's and parents' use housed in the children's library. Further experimentation should be undertaken with tapes, film and tape cassettes and other non-print media. The regional plan to provide a tape-cassette player unit for use in the library and a booking service from which BPL patrons can request spoken word tape cassettes is a good beginning. In time we would recommend that 20% of the library materials budget be allotted to non-print media. In our opinion the 8mm film collection lent by the Regional Library and at present located with the 16mm film collection should be housed in the adult library, be made as freely available as books and be checked out at the desk in the same manner as books. This would represent a continuation of the policy of integrating print and non-print materials like recordings into one collection.

To bring the total collection up to the minimum standard of 3 volumes per capita or 80,000 volumes will require a net growth over discards of some 4,224 volumes. The present (1971) book budget of \$26,500.00 should be sufficient to accomplish this goal in one year if the discard rate can be kept below 2% of the collection. Note: the amounts budgeted for recordings and film purchases should be added to the book budget to form the "library materials budget" as a step toward a multi-media concept for the collection. The \$300.00 budgeted in 1971 for records is far too little to replace worn-out recordings, let alone increase the somewhat meagre collection which now exists. A minimum of \$1,000.00 should be allotted to recordings if the recommended goal of 1,500 to 2,000 discs is adopted and recordings should be lent free of charge as are books. In any case the administrative costs of handling the small change involved without doubt exceeds the income realized.

#### PERIODICALS AND REFERENCE SERVICE

The trend in libraries is to regard the periodical collection as a basic reference and research tool. To this end we recommend that current and back files be arranged in one alphabetical sequence along with the other reference materials including local history microfilm and government documents in a new reference area. This reference area should also house the microfilm reader and study places in the form of individual study carrels. The Barrie Public Library has seats for 57 persons in the adult library and 31 in the children's library at the moment. We would recommend a minimum of 5 places per 1,000 population, or at present 130 places. It is obvious that few additional study places can be added to the space available in the present building, but consideration should be given to the provision of at least 30 individual study carrels in the reference area described above. This would require a rearrangement of shelving, tables and equipment as already proposed. Such a rearrangement of both floors should receive serious consideration by the board as an interim measure until a new addition, that would provide an adequate reference and study area, is opened in 1974.

The photocopier at present behind the control desk also should be in the reference area and the present charge of 20 cents per copy reduced to 10 cents per copy. All material, whether belonging to the library or not, should be admitted for copying. Photocopying is becoming an important service in libraries and should be encouraged. Easily accessible photocopying will reduce theft and reduce wear and tear due

to circulation for home use. Consideration might be given to a coin-operated unit so that the public can feel free to use it at any time.

### SERVICE TO THE STUDENT

As the Department of Education and the County school boards continue to develop school library services and audio-visual resource centres, the need of students for such services will be more and more satisfied during school hours. Although these developments are slow, it is apparent that the Simcoe County Board of Education and the Simcoe County Roman Catholic Separate School Board are committed to the development of an adequate library and multi-media resource centre in every primary and secondary school. There are already over 42,000 volumes in the secondary school libraries of Barrie. This relieves the public library of the need to supply deposits of books to schools. It means that organized primary school class visits to the public library will become less important. In the long run more staff time can be spent in the library serving adults, supplying supplementary material to high school students, serving community college and university students, the businessman, the worker, the housewife and special groups such as parents and the pre-school child.

We would recommend that direct service to schools such as classroom loans and organized class visits to the public library be phased out or, if continued, be paid for by the school board concerned and that, in the children's department, more stress be placed on service to the pre-school child and the parent such as an extension of the already successful pre-school story hour and the organization of a special collection of interest to parents in the children's library.

We recommend that every effort be made to cooperate with Georgian College so that library resources can be shared and the 620 full-time college students better served in the public library. Since Georgian College students are using and will continue to use the Barrie Public Library as a study and resource centre, there should be close cooperation in building up specific areas of both collections (e.g. the fields of science and technology). Each library should be aware of the resources and services of the other. In exercising its community responsibilities Georgian College could as soon as possible allow the adult population free access to its library and A-V resources either directly or through the

public library. There is a plan to organize an information network and a bibliographic data bank among all such colleges in Ontario. The use of this network should be extended to the public library to carry the service of the college library into its constituency and to relieve the demands on its own information resources.

#### SERVICE TO OTHER INSTITUTIONS

There are at any time many citizens of Barrie who are temporarily in hospital or other institutions and who should be able to continue their use of the public library especially at a time when library service can be of greater advantage to them. Library services should be extended to such institutions directly by the library staff or through volunteer workers. In addition special resources should be built up to assist the students of the Georgian Retraining Centre by requesting a special grant from the Federal authorities for the purchase and maintenance of such resources. Since there is no library in this institution and its students, many of whom are not residents of Barrie, could be assisted by the Public Library, a strong case can be made for such a subsidy.

#### TECHNICAL SERVICES

In 1970 7,002 titles were added to the collection from a book budget of \$23,816.16 or \$3.40 per volume, a very low average price per volume. It is reported that 2,361 volumes were withdrawn (not including an unknown number lost or stolen). The net gain was 5,641 or about 8% of the collection -- a somewhat higher than average net gain for a library of this size. If these figures are accurate (only a complete stock-taking would verify them), it would appear that the book budget is large enough for growth over withdrawals, discards, theft etc.. However if more and expensive reference works are added as recommended, the number of volumes added would fall. In addition, as we have said, far more money should be spent on non-print items.

At the moment the selection, ordering, cataloguing and processing of adult books is accomplished separately from the children's books but the processes are generally the same. Only one person works full-time on such work in the adult section. The total average hours spent on cataloguing and processing adult books is about 88, spread over 6 staff members. Of the 4,376 adult books added in 1970, about

3,275 were non-fiction. Assuming 47 productive weeks per year, this represents a production by 6 persons working 88 hours per week (2.5 man hours) of about 2 non-fiction books per hour.

It would be a boon to Barrie if all books could be ordered from one agency and received fully catalogued and processed. At the moment this can be done through the processing centres of Midwestern or Lake Erie Regional Library Systems if an arrangement is worked out by GBRLS. Saunders of Collingwood is organizing an ordering and processing service and a plan is being considered for the approval of the Librarians' Committee. The Cooperative Book Centre, recently reorganized under a new aggressive manager with good experience in this field, is prepared to accept orders for all books at 34% off the Canadian retail price and is offering a cataloguing and processing service again.

There are other possibilities which should be watched and considered (such as Bro-Dart, Canadian Book Wholesale or central ordering of card sets only). Whether an outside agency is used or not, it is important that cataloguing standards and processing routines be coordinated as far as possible among all resource libraries within the region so that a smooth joint arrangement may be made and so that, if a union catalogue is organized, differences of classification, subject headings and entries be eliminated as far as possible.

However in the meantime the 7,002 books added in 1970 could be ordered, received, catalogued and processed easily by 2 persons working full-time if adult and children's books were done together in one workroom. This would represent a workload of 150 titles, fiction and non-fiction, per week. Such a team, one clerical typist and one librarian cataloguer (or library technician) would then be spending 71 hours a week and the children's library staff would be free of such work and able to devote more time to children and parents. The rationalization and simplification of all routines (e.g. the stamping of the name of the library only once on each book) should enable the team to meet its weekly quota quite easily. Many of the details of cataloguing and processing were discussed with the Chief Librarian and the cataloguer during one of our visits and have not been repeated here.

It is our recommendation that the ordering, cataloguing and processing of all books and other material be done by 2 persons working full-time and that all current aids such as card services and other centralized services be used as much as possible. In addition we recommend that the Barrie Public Library, together with the Regional Library and the other

resource centres, seek ways and means to have all books fully processed outside the region either by a commercial establishment or by another regional processing centre.

### CIRCULATION CONTROL

The method at present in use in the adult and children's departments (a variation of the Newark system) is subject to considerable human error in the writing of membership numbers by the borrower and in filing cards etc.. We recommend that photo-charging using microfilm cameras which photograph the information needed by placing the open book under the camera should be investigated. The photocharging system is in use in most libraries of this size and, although not a perfect system, has proven to be much more accurate and faster than any hand-charging system, cheaper to operate than other types of machine-aided routines and it eliminates the need for a registration file of users.

It is unfortunate that due to the layout of the building it is not possible to centralize all registration and control procedures at one desk; however the total circulation figure for each department (approximately 170,000 per year) is sufficient to warrant the purchase of 2 cameras and a stock of edge-punched pre numbered transaction cards for joint use. In preparation for the inauguration of photocharging we recommend the lengthening of the loan period to 3 weeks and the use of a standard wallet-size membership card for adults and children. The card used by all public libraries in Metropolitan Toronto is a good example of a regional library ID card.

### LIBRARY RULES AND CHARGES

To bring the Barrie Public Library in line with most other public libraries in Canada, we propose a simplification of the rules for the use of the library. It has been observed by most public institutions that standardization, simplification and consistency of all rules and procedures within the institution will produce better public relations and more use and reduce administration time.

- 1) The 25 cents charge to join the library is contrary to the Public Libraries Act and should be abolished. The library is a tax-supported service and should not penalize those citizens who use its

services and have already contributed to the support of the library through city and provincial taxes. All services including films and recordings should be free to all full-time residents of the city. (See also "Service to Non-Residents.")

2) The requirement of a parental signature on application cards for the children's library is not necessary and in many cases does nothing to make the collection of fines or other charges or the recovery of books any easier.

3) Users should be permitted to borrow any number of circulating books for a 3-week period with unlimited renewal privilege unless the items are needed by another borrower.

4) All circulating items should be available on a 3-weeks loan period with no distinction made for the class of book or its age.

5) Overdue charges should be more related to present-day monetary value. We suggest a charge of 5 cents per day for children and 15 cents per day for adults with an upper limit of \$3.00 per book. In addition we suggest that one notice be sent out after the item is 5 library days overdue, followed by one telephone call after 10 days and a mailed bill for the full amount after 15 days overdue. Accounts outstanding more than 2 months should be informed that their library membership has been suspended until the account has been settled and the library material returned or paid for.

6) Phonograph records, sound tapes, 16mm and 8mm films should be lent free of charge to individuals as are books.

7) All users should be encouraged to reserve books of all kinds and recordings and to use the inter-library loan service. There should be no charge for reserve service.

8) Although the children's collection and its staff are available to all children, we do not feel that it is desirable to restrict them to the children's library until grade 8. The entire library should be available to all users regardless of age. It is the experience of most libraries that such a policy is the best way to encourage continuing use by children and to assist with school assignments and projects.

## SERVICE TO NON-RESIDENTS

Out-of-town borrowers are charged \$5.00 per year or \$2.50 per half year and students attending one of the Barrie high schools from outside the city are charged \$2.00 per year or \$1.00 for six months for the use of the library. It is regrettable but understandable that the Board must levy a charge on non-resident users because neither Simcoe County nor any of the three townships around the city contribute to the support of the Barrie Public Library Board. In 1970, \$1,977.35 was paid by non-residents. However, the scale of fees currently levied does not represent the true cost of service to non-residents. The per capita cost to city residents in 1970 was about \$5.92 and the per user cost would be considerably higher. A \$7.00 fee per year per adult would be more realistic than the present \$5.00 charge.

The problem of service to most non-residents may be solved temporarily if there is a further extension of the city's boundaries into the fringe areas around but there would still be a problem concerning other residents of Vespra, Innisfil, Oro and Essa Townships. Even though the Simcoe County Library Cooperative offers some service via a bookmobile in the rural areas most residents of the four Townships will use the more sophisticated resources of Barrie.

It is recommended that the Barrie Library Board charge a \$6.00 annual fee per adult for non-resident use and that non-resident students attending Barrie secondary schools also be charged \$6.00 each for use of the public library. We realize that this fee does not represent the full value of the service but the effect of a higher fee might be to discourage the use of B.P.L. and induce the Townships concerned to establish their own library service or add support to existing small libraries. In our opinion the people of the surrounding area would be far better served in Barrie.

It is also recommended that the Townships of Vespra, Innisfil and Oro which have already passed a by-law under Part I, Section 3 of the Public Libraries Act to establish a Township Public Library Board and qualify for an annual Provincial grant of 65 cents per capita, contribute their annual Provincial grants to the Barrie Public Library in exchange for free service to their residents. In this way Vespra Township could contribute \$2,285.00, Innisfil \$5,596.00, and Oro \$2,000.00\* to the cost of service to

\*After this section was written agreement was reached between Oro, Barrie and Orillia. The total Provincial grant is to be shared 2/3 to the Barrie Board and 1/3 to the City of Orillia Board.

their residents incurred by the Barrie Board. In the case of the Lssa Township Board which operates a library in Angus a portion of their Provincial grant should be turned over to Barrie in exchange for free service. The amounts paid by the Townships can be adjusted each year.

We would like to emphasize that any use of Provincial grants to establish or further support existing library services in any of the four Townships will result in weak service, an inadequate collection, untrained staff and short open hours. To assist the B.P.L. to offer free service is the realistic solution to the provision of library service.

### OPEN HOURS

At present the adult section of the building is open from 12:30 - 9 p.m. Monday to Friday and 9:30 - 6 p.m. on Saturday. The children's section closes at 6 p.m. during the week. The film library has different hours from the other section in that this service closes at 6 p.m. Monday, Tuesday, Thursday and Friday, is closed all day Wednesday and closes at 1 p.m. on Saturday.

The trend in shops, banks, municipal buildings, recreational and educational institutions is to lengthen hours of service. Certainly public libraries should be open when the public finds it most convenient to visit, especially on week-ends and evenings. It is no longer possible for libraries to compete successfully for public patronage and public support with private and public sources of entertainment, information and education unless its open hours conform to the open hours of shops, movies, restaurants, bowling alleys, liquor stores, plazas etc.. The ideal for an information and public resource centre such as the library is to be open seven days a week all day and evening. Unfortunately this would require staff and maintenance beyond the budget of most libraries. However, this length of service should be the goal of the Board. For instance, many libraries are now open for full service on Sundays.

In the interest of public convenience we recommend the following open hours for all parts of the library including the film service (total 69 hours).

Monday to Friday	10:00 a.m. - 9 p.m.
Saturday	10:00 a.m. - 6 p.m.
Sunday	Noon - 6 p.m.

To accommodate these hours should require little additional staff since there is usually staff in the building in the mornings when preparation work and housekeeping chores are performed. If, as we have recommended, all technical services routines are handled by 2 staff members on a full-time basis, more time for public service should be available. However the film library would probably need an additional full-time person because this service is separated from other departments. To assist the scheduling of staff time to cover longer public service hours all clerical assistants should be available interchangeably for duty in any section of the library and especially for control desk duties.

### STAFF, ADMINISTRATION AND THE BOARD

Table I indicates that in 1969 there was one trained librarian for 6,370 persons in Barrie; in 1970 a part-time librarian was added. This ratio exceeds the minimum standard recommended (1 to 10,000). However, this standard is difficult to apply because of the differing duties assigned to professionals, variations in the variety of services offered and number of hours open from library to library. 4 full-time and one part-time professionals appears adequate to us providing only professional and supervisory duties are assigned to them. If the longer open hours recommended are accepted by the Board, it may be necessary to add another part-time librarian to adult services so that one librarian can spend full-time in technical services and another full-time librarian will be required in the children's department.

There are many duties that are important but with insufficient professional content to warrant the time of a librarian. These duties -- maintenance of the pamphlet file, filing in the catalogue, inter-library loan, supervising desk staff, film booking, quick reference etc. -- can be assigned to persons with a good education and some experience and by employing graduate library technicians. It appears to us that there is too large a gap in salary as well as training and duties between the professional librarians and the clerical assistants. We recommend that the Board adopt a new job classification -- library technician -- to describe positions between the librarian and clerical classification. The present staff members with long experience and/or university graduation should be paid a salary and given responsibilities that would enable them to fill these middle positions and a number of graduate library technicians should be hired from accredited schools to fill vacancies in this job classification as they arise.

## Notes on staff:

- a) All clerical staff should be interchangeable between the adult and children's department to ease scheduling.
- b) It appears to us that the maintenance man could use a part-time assistant.
- c) It is important, particularly if the new hours are adopted, that the number of part-time permanent employees be kept to a minimum in public service positions. Students from the high schools and Georgian College should be used as needed in busy times on Saturdays and Sundays.
- d) The title Film Librarian should be changed to "Audio-Visual Technician" or "Audio-Visual Supervisor."

In the interests of sound administration we feel that it is very important for the Board to have drawn up for its approval job descriptions for each post which would outline salary range, education and training requirements and duties and responsibilities. In addition a staff manual outlining staff rights and privileges, working conditions, personnel policies, benefits etc. should be assembled and kept up-to-date. Both job descriptions and the manual should be drawn up by a staff committee (clerical, professional and technical) and submitted to the Board for consideration. The important policies and conditions should not be imposed on the staff by the Board without prior consultation with the staff.

A procedure manual is often of assistance in defining work methods, techniques to be used and to assist new employees and we would recommend that such a manual be drawn up in time. This document is of administrative value only and as such does not require Board approval.

In regard to the Library Board itself we understand that no written statement of its purposes and responsibilities exists. In our opinion such a statement is most important to remind members of its powers, to define its concern with policy as well as to clarify the long-range objectives and short-term goals. Such a statement is very useful also for Board morale and enthusiasm. In composing such a statement the Public Libraries Act is a good starting point and policy decisions from past minutes should be appended and kept up-to-date. There are many good board statements that can be followed as examples including the one drawn up by the Board of the Owen Sound Public Library.

There is one point of policy which we feel should be corrected by the Barrie Board, and that is its relationship with the Film Service Committee. This semi-autonomous body does an excellent job of running the film service but the effect is to isolate 16mm films from other library services and create a difficult relationship between the film staff and service and the Chief Librarian. Audio-visual services -- films, records, tapes etc. -- are an essential part of the total resources and information services of the public library and the administration of such services should be a part of the total responsibility of the Chief Librarian and the Board as are reference and children's services. In our opinion the film purchase budget should be a part of the purchase budget of other library materials and all procedures and policies in regard to audio-visual services should be recommended to the Board by the Chief Librarian.

The administration of a separate budget by the Film Service Committee divorces this service even further from other Board responsibilities. The trend in most libraries is to offer film service free of charge and to regard it as an integral part of library expenses.

We recommend that film service be placed totally under the supervision of the Chief Librarian and the Film Service Committee be abandoned or given a promotion role similar to the role of the Art Committee. If a group of citizens is interested enough to assist the library administration with 16mm film service, its role might be to arrange film festivals, special showings and stimulate the use of high quality films in adult education, but only in so far as such activities mesh with other library services and are recommended by the Chief Librarian and her staff and approved of by the Library Board. All procedures and regulations concerning the use of films and all other library resources should conform to relevant sections of the Public Libraries Act and be integrated with the existing policies and rules adopted for all other library resources and services and for the other resource libraries.